

**Board Packet of Supporting Materials
November 15, 2017**

i. Agenda

1. Draft Minutes of the Regular Meeting of the Board on October 18, 2017
2. 88 Ames Street Retail Update
3. Marriott Hotel Antennae Installation Proposal

-
5. Forward Fund Status Update
 6. Retail Loan Program Memorandum
 7. Draft 2018 Budget
 8. Monthly Staff Report
Monthly Financial Report

(Document numbering altered to reflect agenda item numbers)

NOTICE OF MEETING

Pursuant to the Massachusetts Open Meeting Law, M.G.L. c. 30A, §§ 18-25, notice is hereby given of meetings of the Cambridge Redevelopment Authority (CRA) to take place as follows:

Regular Board Meeting
Wednesday, November 15, 2017 at 5:30 PM
Cambridge Police Department
First Floor Community Room
125 Sixth Street
Cambridge, Massachusetts 02142

MEETING AGENDA

The following is a proposed agenda containing the items the Chair of the CRA reasonably anticipates will be discussed at the meeting:

Call

Public Comment

Minutes

1. Motion: *To accept the minutes of the Regular Meeting of the Board on October 18, 2017 **

Reports, Motions, and Discussion Items

2. Update: 88 Ames Street Retail Space (Boston Properties) *
3. Presentation: Marriott Antennae Installation (Boston Properties) *

Motion: To approve the installation of an FM Antennae alongside the mechanical penthouse of the Marriot Hotel Building at 50 Broadway, Kendall Square Urban Renewal Area Parcel Four

4. Update: Foundry Redevelopment Project (Mr. Evans)
5. Discussion: 2018 Forward Fund (Mr. Peralta) *
6. Discussion: Future CRA Economic Development Programs (Mr. Evans) *
 - Small Business / Retail Loan Fund

- Workforce Development / Kendall Job Connection Program

7. Discussion: 2018 Budget (Mr. Evans) *

8. Update: Monthly Staff Report (Mr. Evans) *

Other Business

At 7:30 PM, the Board will convene in executive session for the purpose of discussing revisions to the 50-year lease of the Foundry Building at 101 Rogers Street from the City of Cambridge, to facilitate the redevelopment of the Foundry building through the Foundry Demonstration Project Plan.

If the Board has concluded all of the business set forth on the regular agenda by the starting time of the executive session, the Board will not reconvene in open session thereafter.

Adjournment

(*) Supporting material to be posted at: www.cambridgeredevelopment.org/next-meeting/

Upcoming Meetings:

- *Tentative* Special Board Meeting – November 30, 2017
- Regular CRA Board – December 20, 2017

The Cambridge Redevelopment Authority is a “local public body” for the purpose of the Open Meeting Law pursuant to M. G. L. c. 30A, § 18. M. G. L. c. 30A, § 20, provides, in relevant part:

(b) Except in an emergency, in addition to any notice otherwise required by law, a public body shall post notice of every meeting at least 48 hours prior to such meeting, excluding Saturdays, Sundays and legal holidays. In an emergency, a public body shall post notice as soon as reasonably possible prior to such meeting. Notice shall be printed in a legible, easily understandable format and shall contain the date, time and place of such meeting and a listing of topics that the chair reasonably anticipates will be discussed at the meeting.

(c) For meetings of a local public body, notice shall be filed with the municipal clerk and posted in a manner conspicuously visible to the public at all hours in or on the municipal building in which the clerk's office is located.

Regular Board Meeting
Cambridge Redevelopment Authority

Wednesday, October 18, 2017, 5:30pm
Robert Healy Public Safety Center / Cambridge Police Station / Community Room
125 Sixth Street, Cambridge, MA

DRAFT Meeting Minutes

Call

Chair Kathleen Born called the meeting at 5:52 PM. Other Board members present were Vice Chair Margaret Drury, Treasurer Christopher Bator and Assistant Secretary Barry Zevin. Assistant Treasurer Conrad Crawford was absent. Executive Director Tom Evans and other CRA staff members were also present.

The meeting is being recorded by the CRA and a member of the public

Public Comment

Mr. Steve Kaiser said that as a result of the Volpe zoning, MIT did a resubmission of their petition which now includes studying transit and roadway capacity. He said that this builds on the CRA's EIR from two years ago.

Ms. Born said that although this was good news, it would be better to have a more directed collaboration, specifically using the KSTEP model that the CRA set up with City and the State. Mr. Kaiser said that MIT would be doing a major research and analysis effort on bunching and associated problems. Mr. Kaiser said that MIT is also looking for team members that could join them.

Mr. Evans noted that he will be entering a recent correspondence letter from MIT which he'll talk about later in the meeting.

There were no others who requested to speak.

The motion to close public comment carried unanimously.

Minutes

**1. Motion: To accept the minutes of the Regular Meeting of the Board on September 13, 2017 *
Reports, Motions, and Discussion Items**

There were no comments made.

The motion to accept the minutes and place them on file carried unanimously.

Communications

Mr. Evans said that when the agenda was created, there were no correspondences. However, on Monday, he received a letter of commitment from MIT which he distributed. The letter relates to changes in their zoning petition which was discussed at the City Council meeting. There is now a commitment for a significant infusion of graduate student housing at locations to be determined. Other commitments include open space programming and funding of a recreational space. There is a commitment regarding the right of way and funding towards construction of the Grand Junction Path on the section controlled by MIT, south of

Main Street. He explained that \$8.5 million is committed to the Grand Junction, \$8.5 million to the community fund and \$8.5 million to transit improvements that will be governed by a committee structured by the City. Mr. Evans was unsuccessful in his efforts to get KSTEP incorporated into the MIT / Volpe zoning. He is hopeful that there might be a possibility for a new MOU between the City, the State, the CRA and MITIMCO. The CRA issues have not been salient in the zoning conversations.

The motion to place the communications on file carried unanimously.

Reports, Motions and Discussion Items

2. Presentation: Akamai Signage Proposal 145 Broadway

Motion: To Approve the Building Signage Proposal for 145 Broadway, Kendall Square Urban Renewal Area, Parcel 2

Mr. Zogg said that CRA, Akamai and Sasaki staffs have worked on modifications to the three signage locations (skyline, street level and parapet) based on comments from the Design Review Committee meeting. Victor Vizgaitis from Sasaki introduced Brian Murray from Akamai and Mike Tilford from Boston Properties.

Mr. Vizgaitis said that for the skyline, the sign has colored letters, an aluminum substructure and is internally lit. It has been downsized 10%, which he said is appropriate for the scale of the building but still provides visibility for Akamai's purpose. The mid-height sign on Broadway, which is over the front door of the lobby on the top of a projection, was also downsized and is able to be supported by the curtain wall in all weather conditions. The letters are on a structure that is the same color as where they are going to be attached to the building. The third sign at the pedestrian street level has been significantly downsized. It is mounted and aligned on the terracotta and is halo lit. The board was pleased with the modifications. Mr. Vizgaitis showed slides of other company's building signs in the area. There was a comparison of the dimensions relative to building sizes and lighting. Mr. Vizgaitis said that the signs will be built so they can be dimmed if necessary. Mr. Zevin mentioned that the City sign ordinances might have exceptions for hotels to allow higher and bigger signs so that visitors can find them. In response to Mr. Zevin's concern about the windy corner and the high sign, Mr. Vizgaitis explained that engineering is working on going through the curtain wall to ensure the signs are fully supported and reinforced and that snow, ice, and melting concerns are addressed.

Mr. Vizgaitis explained why internally lit signage was chosen for two of the signs on the reflective glass building. There was a discussion of halo lighting. He said that Pickard Chilton are aware of this decision. The street level sign on the terracotta will be halo lit with white lighting.

The motion to approve the Building Signage Proposal for 145 Broadway, Kendall Square Urban Renewal Area, Parcel 2 carried unanimously.

3. Update: Foundry Cooperation Agreement

Mr. Evans said that staff has been working on this background document since March while creating the Demonstration Plan. This document is practically a term sheet to move the process forward. It sets up roles, responsibilities, and cash flow of the City and the CRA. CRA legal counsel, Jeff Mullan, said that the CRA Board does not need to vote on the cooperation agreement separately since it will be part of an amended lease which the CRA Board does vote on.

Mr. Evans spoke about the baseline revisions that were adapted from the original lease. The Demonstration Plan has been amended. The lease will need to be revised, then approved by the CRA Board and signed by the City Manager. This does not require City Council action. The City has approved the operator RFI process which is not common with a City procurement process. The CRA has agreed to contribute \$2 million to operational elements to be defined later. Separate accounts will be created for maintenance, capital reserve and maintenance/operating reserve.

This is a City constructed building with joint CRA and City funding. Michael Black, from the City is running the construction management process. The yet-to-be-resolved environmental remediation process is in DPWs realm and they are working with Kleinfelder. The City is releasing an RFQ for the designer tomorrow which has three steps of scope – a feasibility study, schematic design drawings, and a design/build process. The City's proposal is to use the public construction procurement rules of Chapter 149A – Construction Manager at Risk, which is how schools are designed. Mr. Evans and Ms. Madden are on the selection committee. The CRA will do an operator RFP procurement for an organization to run the program, to be in charge of community programming and outreach, to manage the building, and to broker tenants.

In the amended Demonstration Plan, the CRA committed \$7 million to the construction project and \$2 million for operations. Based on feedback from the CRA Board, CRA money should be focused on fit-outs. The CRA will be reimbursing the City for work done throughout the process but to help with the City's accounting, the CRA agrees to reimburse the City within the fiscal year that the expense incurs. Mr. Bator wants control on the fit-out costs as this is tied to the program. Mr. Evans said that some of the fit-outs might be done by tenants with a fit-out allowance.

In response to Ms. Born's concern of redundancy with the Foundry and the community center noted in the Volpe/MIT commitment letter, Mr. Evans said that there might be overlap with workforce development which is not a problem. The main focus of the community center is as a recreational facility.

The City is very concerned about net zero which is could escalate costs. Mr. Zevin wants to break out the net zero costs as attaining this in the Foundry is almost impossible. There was a discussion about making buildings net zero. The CRA doesn't want net zero goals to take over the mission of the building. Mr. Evans said that there is a meeting tomorrow to go over the current version of the cooperation agreement. In response to Mr. Bator, it is unknown how many current City Council candidates are familiar with the Foundry. Mr. Evans said that many have spoken to workforce development.

4. Discussion: 2018 Work Plan

Mr. Evans said that this plan is a precursor to a Board discussion about the 2018 budget. Mr. Zogg distributed a PowerPoint presentation. The first slide stated the CRA mission and operating principals noted in the 2014 CRA Strategic Plan. Then he spoke about the status of CRA projects (Kendall and non-Kendall) carrying over into 2018.

The KSTEP project is currently undergoing a governance document review with the other stakeholders. Work is being done to define Innovation Space at 255 Main with Boston Properties. Design review on 145 Broadway & 88 Ames continues. Mr. Peralta has been working on future Binney & 3rd Street (Parcel 6) programming & improvements which he'll be presenting to the Board. The Kendall Square Mobility Task Force (KSMTF) implementation project involves a graphic design report with other stakeholder collaboration, a demand estimate, as well as a path identity for the Grand Junction. The POPS (Privately Owned Public Spaces) inventory project is being worked on by Ms. Levering. Grand Junction Park repairs project involves overseeing the digging work that Veolia is starting next week and continuing for months. Oversight is needed on Boston Properties' committed improvements to the Sixth Street Walkway that will start in the spring. The Binney/Galileo streetscape is scheduled to be completed by the end of the year but staff needs to work with MIT and Boston Properties to implement the design next year. The Broad DNatrium project just had a design review.

Staff is considering a landscape design for Parcel 3, which houses the Whitehead Institute, the two Broad buildings, the current Akamai building, and the Residence Inn, which would connect the interstitial spaces surrounding the buildings into a cohesive design. Staff has begun discussions with MIT Steam and Veolia to redesign the vault interchange near the railroad tracks on Main Street. Stoss might come back with presentations on their Galaxy Park designs. The next generation transportation report would be an expanded report (as stated in the EIR) to include transportation data (bikes, peds and transit) as well as traffic data. The CRA did not produce the annual traffic report in 2016 and 2017 due to the Longfellow Bridge and Main Street reconstruction projects. Mr. Evans passed out the CRA Implementation Plan which

was part of the Kendall Square Urban Renewal Plan. Most of these projects are contained in the Implementation Plan. Creating a Kendall Business Improvement District or Central Business District is another project that has not begun.

Projects beyond Kendall Square include the Foundry, 105 Windsor Street, the 2018 Forward Fund, and collaborating with CDD to urge the State to complete the Grand Junction Path from Somerville to Boston. CRA staff is working with KSA to write comment letters on the interstate 90 designs allowing for the continuation of the path. CDD is working on overlay zoning to protect the corridor along the railway. CRA staff is trying to be the connection between the private and public sectors while making sure that the transit component is part of the story. The CRA staff is also fostering the Somerville – Boston relationships.

Mr. Bator said that he wants to enlarge the Forward Fund financially and geographically. He would like to see more projects beyond Kendall. Mr. Bator wants the program to be widely known. There was a discussion of goals and the audience for the Forward Fund. The 2018 Forward Fund will be discussed at the November meeting. Mr. Zogg spoke about creating a CRA public art program in 2018 which can also be discussed in November as well.

Administrative projects include records management and a property maintenance oversight strategy to ensure consistency. Mr. Evans added that in addition to an update in the personnel policy, a consultant has been engaged to discuss personnel infrastructure of the organization. Mr. Zogg has drawn up a draft scope of work for an RFP for an archivist and hopes to work off a similar search that the City is undertaking. Mr. Evans said that he has been working with the Treasurers on the investment strategy which will be discussed later in the meeting. The lease ends December 2018 so relocating the office is also a 2018 project. Boston Properties is currently looking for an operator for the innovation space in 255 Main Street which will exist on the floor that the CRA office is currently located.

Mr. Zogg said that a lot has changed in Cambridge since the CRA Strategic Plan was published in June 2014. Many things are no longer relevant. He showed a list of City and CRA plans and reports written since 2014. Any new project should be consistent with City Policy and fit within the CRA mission. The financial and capacity needs of a project need to be considered. Mr. Zogg said that rather than updating the entire Strategic Plan, a projects and programs list could be created by reviewing already written plans, including the current CRA Strategic Plan and the Implementation Plan. Staff would then meet with the CRA Board, City leadership and the public. He listed various ways to engage the public.

Mr. Evans said that a discussion of the public art program and the Forward Fund can be discussed next month. Staff resources can be allocated to work on the summary project and consultant costs will be evaluated to help implement some of the projects. There was a discussion of contracting or partnering with organizations that know how to create loan programs.

5. Update: An Act Modernizing Municipal Finance and Government

Motion: To approve an amendment to the CRA Procurement Policy consistent with the Act Modernizing Municipal Finance and Government

Mr. Evans said that when the act to modernize municipal finance and government was passed last year, his focus was on the OPEB allowance for redevelopment authorities. However, this act also raised the thresholds for the 3-solicitation of bids or proposals for both professional contracts and construction to \$50,000. The threshold was \$35,000 for services and \$25,000 for construction. Mr. Evans said that the Board packet includes the parts of the 125-page bill that dealt with the modification. The CRA Procurement Policy before the Board is amended so that all instances of the affected thresholds are changed. This gives the CRA more procurement flexibility. There is a lot of work in this price range and therefore will be used for many of the consultants.

Ms. Shore noted that Ms. Drury had made some suggestions for CRA name consistency but that it didn't affect the sense of the document.

A motion to approve an amendment to the CRA Procurement Policy consistent with the Act Modernizing Municipal Finance and Government carried unanimously.

6. Update: CRA Investment Funds

Motion: To instruct the Treasurer and Executive Director to direct the CRA portfolio toward Environment, Social and Governance (ESG) investments

Mr. Evans noted that Mr. Crawford had championed this effort and it was unfortunate that he was unable to attend tonight's meeting. Mr. Crawford had suggested that the CRA make a statement of its values with its investment strategy. Staff and the Treasurers have had discussions with David Javaheri of Morgan Stanley (MS) and Cambridge Trust Wealth Management (CTWM) representatives regarding the Office of the Commissioner of Banks List of Legal Investments which had been used as the CRA's investment strategy. Both CTWM and MS representatives noted that there is now financial strength in social responsible investing. Both entities have group of people who assess companies based on stringent ESG filters. The Treasurer, Assistant Treasurer, and Mr. Evans feel that this is a sound investment strategy and recommend this movement for equities and bonds.

Mr. Bator said that ESG investing is now mainstream and profitable. The CRA initially invested in the List of Legal Investments as a model because it was defensible but it is actuality outdated. The CRA will use both MS and CTWM. Mr. Evans said other institutions are transitioning to this model. There is an asset managerial fee.

A motion to instruct the Treasurer and Executive Director to direct the CRA portfolio toward Environment, Social and Governance (ESG) investments was made and seconded. A role call was taken.

Mr. Zevin - yes
Ms. Born- yes
Ms. Drury- yes
Mr. Bator - yes
Mr. Crawford - absent

The motion carried.

7. Update: Monthly Staff Report and Quarterly Financial Report

Mr. Evans said that the items coming up in the calendar are a Forward Fund report, the Foundry lease with City, the Broad lobby design, the auditor report for 2016, an authorization to release an RFP for the transportation report, and the 2018 budget based on the work plan.

Staff continues to do design review of various elements for 145 Broadway and Ames Street. A new bus stop location on Ames Street is being evaluated with Boston Properties and the City to reduce travel times for the CT2 crosstown route. Mr. Evans said that floating bus stop islands are a growing trend. Staff is also working with Boston Properties for signage to explain what is coming to the sites. There is a sign for 145 but not yet for Ames Street. Staff is working on the design of the Sixth Street Walkway. Veolia is going to start their work on the Grand Junction Park, south of Broadway. In return for disrupting the park, improvements will be made, including the repositioning of the fence closer to the property line. Veolia is paying land access fees to the CRA which will cover some CRA staff time used to oversee this work. Veolia will also reimburse the CRA for the repairs to the land. Through work on the Infill Development Concept Plan, a better inventory of open spaces (public and private within the MXD is needed. There is also a collection of small CRA-owned parcels outside of the MXD. Staff has spoken to Boston Properties about a signage program for rules of their open spaces.

There's been a lot of work done on transportation. Staff is pushing Alta to get the streetscape designs done by the end of this year so that they can be given to Boston Properties (BP). The desire is for BP to design the sidewalk and curb towards the future design as opposed to adhering to the current rules of returning it

to exactly what it was before construction started. There was a discussion of incorporating the streetscape design into the Binney Street Park construction project. Mr. Zogg said that he was hoping for a presentation by the City to be made to the CRA Board about the current plan which might also identify opportunities where the CRA might be able to assist. BP and Alexandria are the primary sources of funding for the City's contract with Stoss.

The Parcel 6 My Totem project is complete. The Board and public are invited to the celebratory opening at the site next Tuesday, weather permitting. The Food Truck program completes on November 17. A Christmas Tree vendor is planned to be there through January 1, 2018. A new RFP for food trucks will be released early next year. The City Council approved the Community Preservation Act funds for 105 Windsor Street. A discussion with the City and the community will determine whether to spend this money now for the external rehab or hold the funds until a total remodeling project has been designed.

The third quarter report reflects the funds received from Boston Properties. Some of this money was moved into Cambridge Trust Wealth Management accounts for the Foundry and the KSTEP commitments. Much of the rest will go into the CRA investment account with Morgan Stanley. The CRA financial picture looks good. By the end of the year, the CRA will make large payments for the Alta streetscape design completion and the loan to Just-A-Start. Just-A-Start is having a ground-breaking celebration next Wednesday for the church replacement housing.

Mr. Evans said that staff has been in discussions regarding the creation of a BID in Kendall Square through the Kendall Square Association (KSA). Since the KSA has an interim leader, the Smart Growth Alliance, which is working on the community benefit district legislation at the state level, asked CRA staff to inform the governor's office that the CRA would be in favor of the ability to create a BID. This has passed the legislature and becomes law if the governor does nothing. Ms. Born left the decision to write a letter to Mr. Evans.

Adjournment

The motion to adjourn the meeting at 8:38 p.m. carried unanimously.

Bank of America
88 Ames Street, Cambridge MA

11-10-17

- Full color halo lit logo
- Red awning
- Red flagscape on interior wall at entrance
- Enterprise banners
- Interior ceiling elements



- Full color halo lit logo
- Red awning
- Red flagscape on interior wall at entrance
- Enterprise banners
- Interior ceiling elements



Screens behind glass wrapping corner





LOCATION INFORMATION

Kendall
88 Ames Street
Cambridge, MA

DM: warren.bowes
@bankofamerica.com

PRE TF-IFO

- (7) OFFICES
- (2) ATM DAY 1
- (1) ATM FUTURE (For Future ATM it need to convert to ATM/Belly Pack)
- (3) TELLERS
- (10) WAIT SEATING
- (4) UCC
- (1) WU Night Drop

MLWM (2,700 sf)

- (4) OFFICES
- (7) WORK STATIONS
- (1) CONFERENCE ROOM
- (6) WAIT SEATING

BUILDING SIZE:

ground floor: 1,332 s.f.
second floor: 8,303 s.f.

Store Design

chang.song@cbre.com
jiwon.sun@cbre.com
emily.pusateri@cbre.com
Issue Date: 10.06.2017 Rev: 6

Copyright.

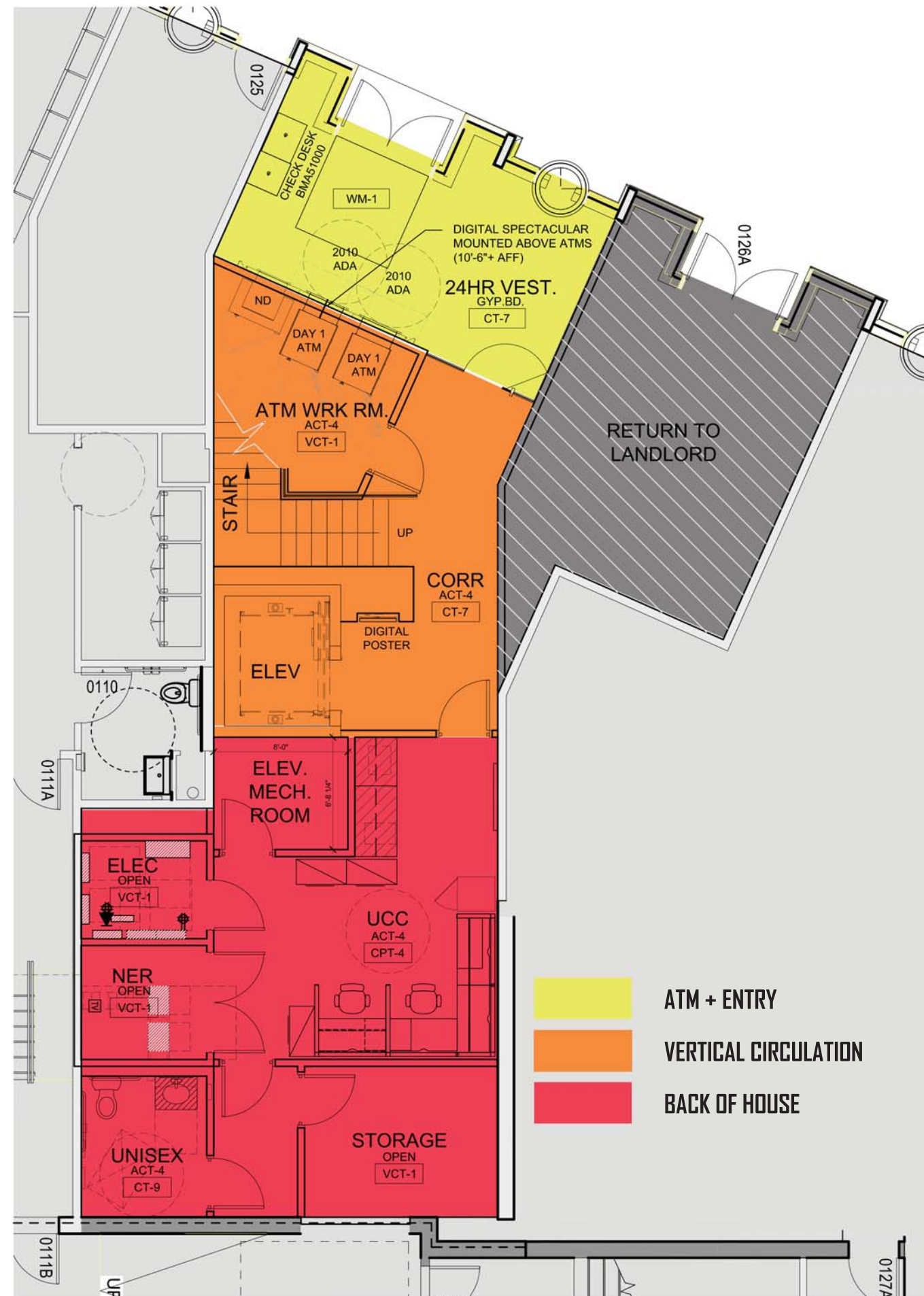
This drawings is for design intent purposes only and does not represent a necessarily ideal or realistically viable solution. These drawings shall remain the exclusive property of Bank of America and designated Vendor to whom the work was directed and/or managed. All rights and privileges are reserved by Bank of America. These drawings shall not be duplicated without prior written permission of Bank of America or its designated Vendor.

SCALE: NOT TO SCALE

TF-1.1



CONFIDENTIAL AND PROPRIETARY



A Proposed Floor Plan

LOCATION INFORMATION

Kendall
88 Ames Street
Cambridge, MA

DM: warren.bowes
@bankofamerica.com

PRE TF-IFO

- (7) OFFICES
- (2) ATM DAY 1
- (1) ATM FUTURE (For Future ATM it need to convert to ATM/Belly Pack)
- (3) TELLERS
- (10) WAIT SEATING
- (4) UCC
- (1) WU Night Drop

MLWM (2,700 sf)

- (4) OFFICES
- (7) WORK STATIONS
- (1) CONFERENCE ROOM
- (6) WAIT SEATING

BUILDING SIZE:

ground floor: 1,332 s.f.
second floor: 8,303 s.f.

Store Design

chang.song@cbre.com
jiwon.sun@cbre.com

emily.pusateri@cbre.com
Issue Date: 10.06.2017 Rev: 6

Copyright.

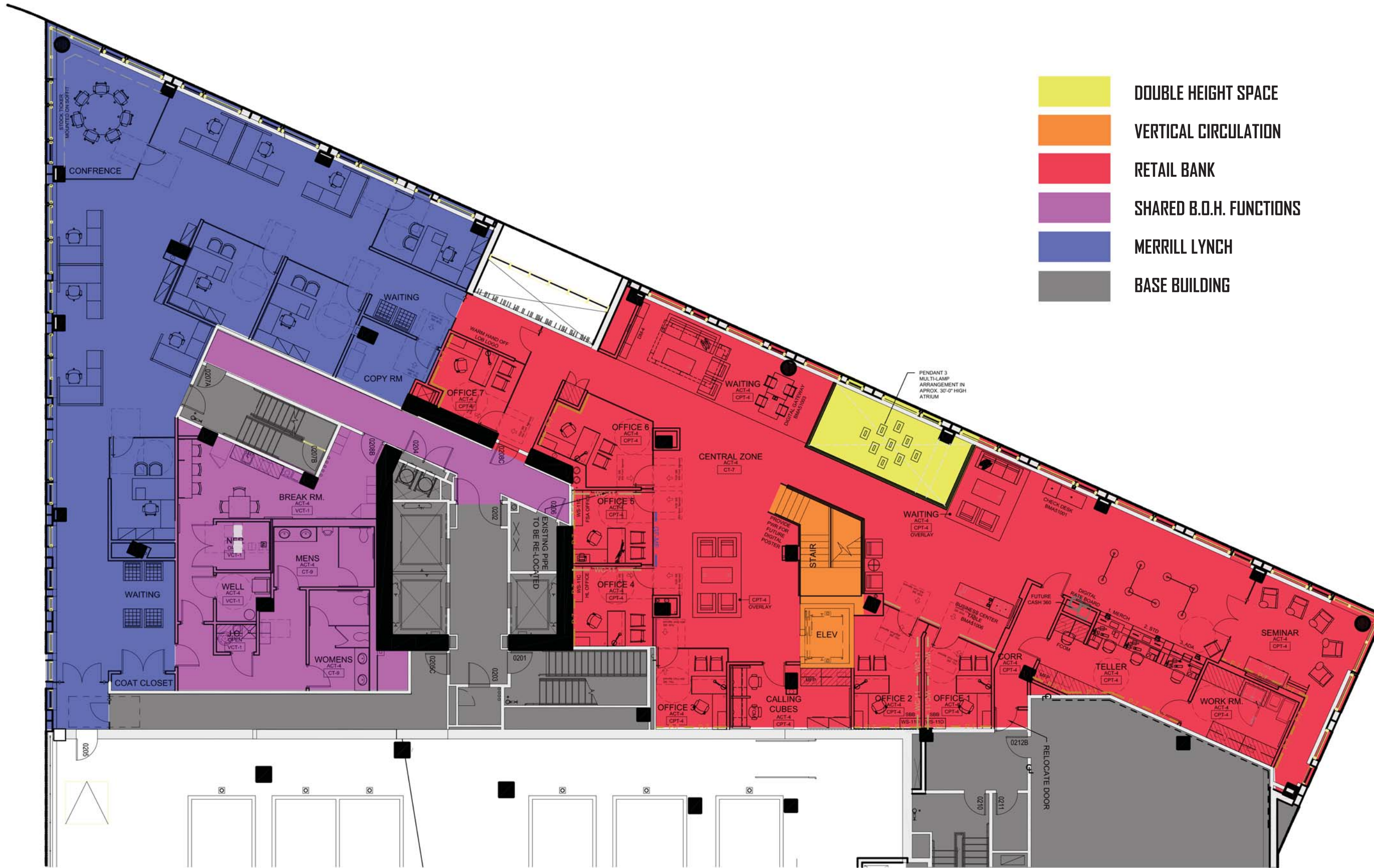
This drawings is for design intent purposes only and does not represent a necessarily ideal or realistically viable solution. These drawings shall remain the exclusive property of Bank of America and designated Vendor to whom the work was directed and/or managed. All rights and privileges are reserved by Bank of America. These drawings shall not be duplicated without prior written permission of Bank of America or its designated Vendor.

SCALE: NOT TO SCALE

TF-2.1



CONFIDENTIAL AND PROPRIETARY



A Proposed Floor Plan

LOCATION INFORMATION

Kendall
88 Ames Street
Cambridge, MA
DM: warren.bowes
@bankofamerica.com

PRE TF-IFO

- (7) OFFICES
- (2) ATM DAY 1
- (1) ATM FUTURE (For Future ATM it need to convert to ATM/Belly Pack)
- (3) TELLERS
- (10) WAIT SEATING
- (4) UCC
- (1) WU Night Drop

MLWM (2,700 sf)

- (4) OFFICES
- (7) WORK STATIONS
- (1) CONFERENCE ROOM
- (6) WAIT SEATING

BUILDING SIZE:
ground floor: 1,332 s.f.
second floor: 8,303 s.f.

Store Design

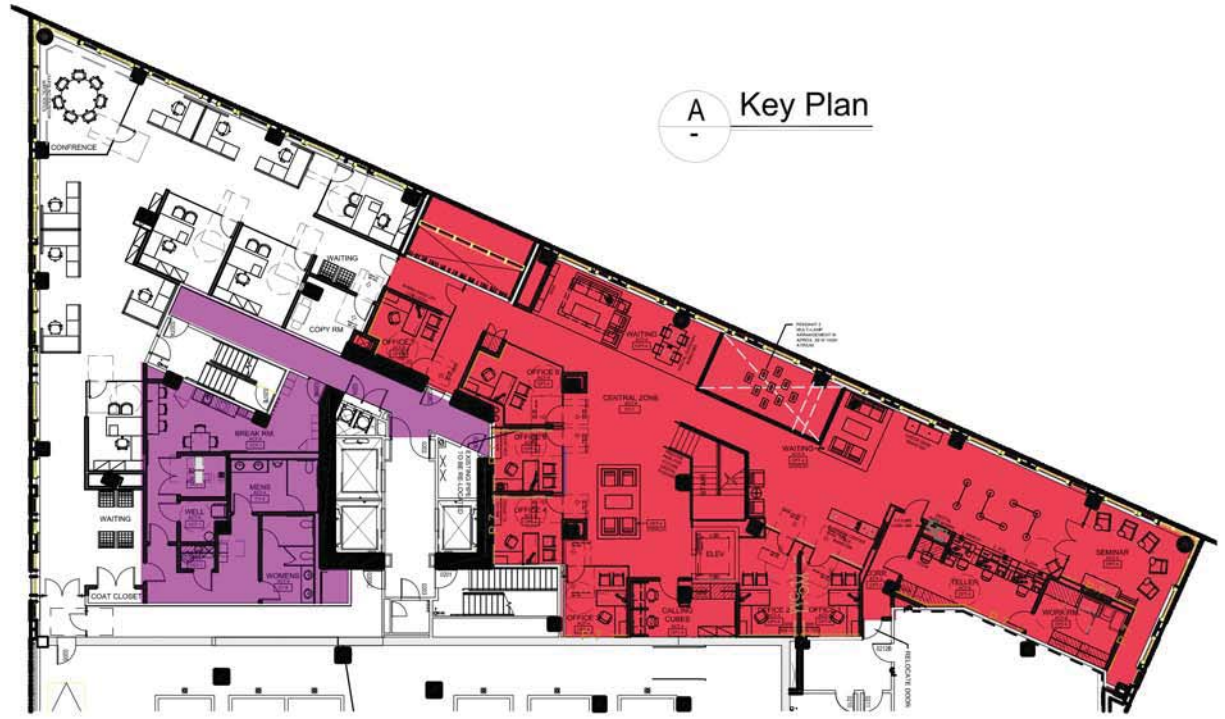
chang.song@cbre.com
jiwon.sun@cbre.com
emily.pusateri@cbre.com
Issue Date: 10.06.2017 Rev: 6

Copyright.

This drawings is for design intent purposes only and does not represent a necessarily ideal or realistically viable solution. These drawings shall remain the exclusive property of Bank of America and designated Vendor to whom the work was directed and/or managed. All rights and privileges are reserved by Bank of America. These drawings shall not be duplicated without prior written permission of Bank of America or its designated Vendor.

SCALE: NOT TO SCALE

A Key Plan



B Proposed Floor Plan



LOCATION INFORMATION

Kendall
88 Ames Street
Cambridge, MA

DM: warren.bowes

@bankofamerica.com

PRE TF-IFO

- (7) OFFICES
- (2) ATM DAY 1
- (1) ATM FUTURE (For Future ATM it need to convert to ATM/Belly Pack)
- (3) TELLERS
- (10) WAIT SEATING
- (4) UCC
- (1) WU Night Drop

MLWM (2,700 sf)

- (4) OFFICES
- (7) WORK STATIONS
- (1) CONFERENCE ROOM
- (6) WAIT SEATING

BUILDING SIZE:
ground floor: 1,332 s.f.
second floor: 8,303 s.f.

Store Design

chang.song@cbre.com

jiwon.sun@cbre.com

emily.pusateri@cbre.com

Issue Date: 10.06.2017 Rev: 6

Copyright.

This drawings is for design intent purposes only and does not represent a necessarily ideal or realistically viable solution. These drawings shall remain the exclusive property of Bank of America and designated Vendor to whom the work was directed and/or managed. All rights and privileges are reserved by Bank of America. These drawings shall not be duplicated without prior written permission of Bank of America or its designated Vendor.

SCALE: NOT TO SCALE

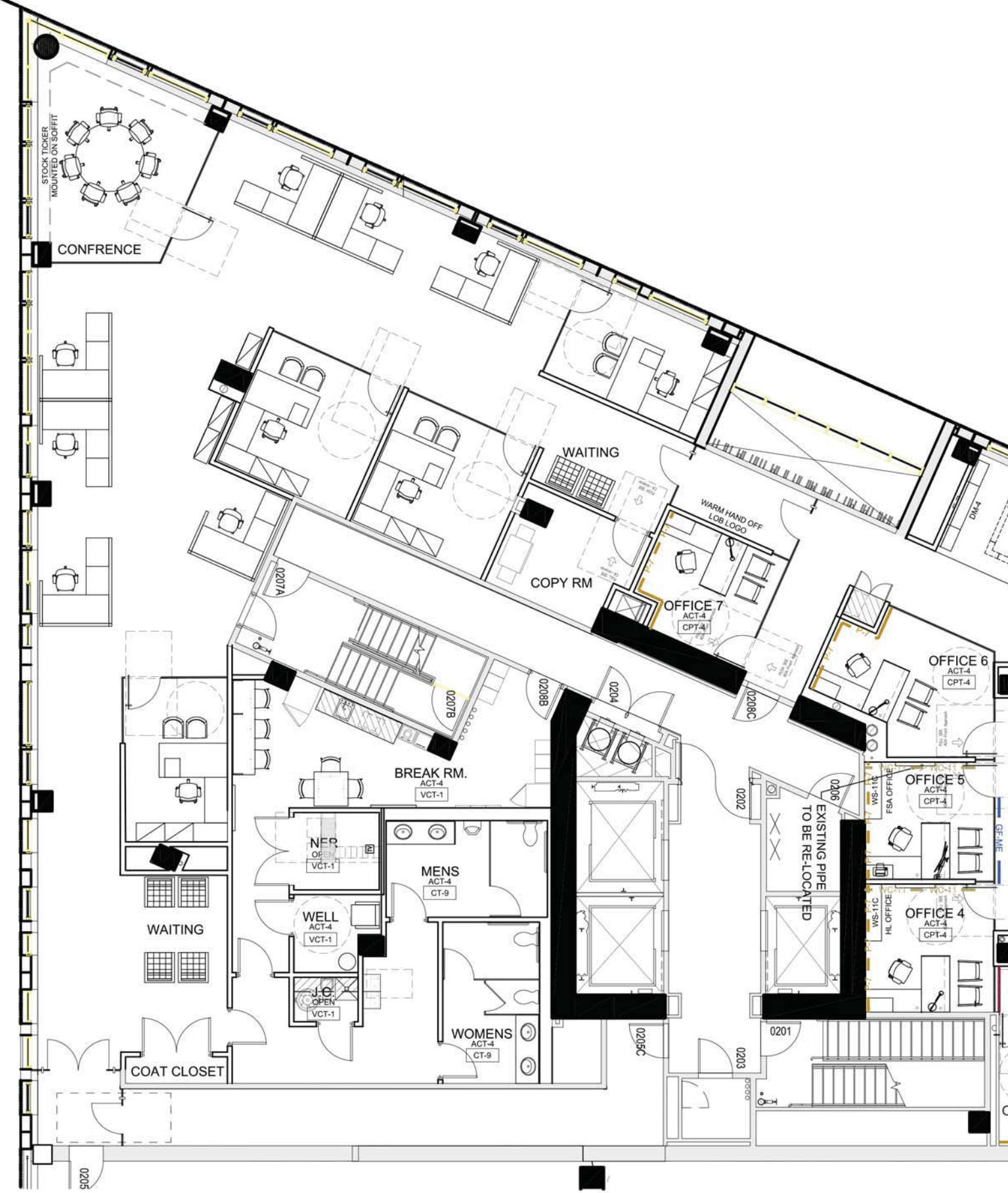
TF-2.1b



CONFIDENTIAL AND PROPRIETARY



A Key Plan



B Proposed Floor Plan

LOCATION INFORMATION

Kendall
88 Ames Street
Cambridge, MA

DM: warren.bowes
@bankofamerica.com

PRE TF-IFO

- (7) OFFICES
- (2) ATM DAY 1
- (1) ATM FUTURE (For Future ATM it need to convert to ATM/Belly Pack)
- (3) TELLERS
- (10) WAIT SEATING
- (4) UCC
- (1) WU Night Drop

MLWM (2,700 sf)

- (4) OFFICES
- (7) WORK STATIONS
- (1) CONFERENCE ROOM
- (6) WAIT SEATING

BUILDING SIZE:
ground floor: 1,332 s.f.
second floor: 8,303 s.f.

Store Design

chang.song@cbre.com
jiwon.sun@cbre.com
emily.pusateri@cbre.com
Issue Date: 10.06.2017 Rev: 6

Copyright.

This drawings is for design intent purposes only and does not represent a necessarily ideal or realistically viable solution. These drawings shall remain the exclusive property of Bank of America and designated Vendor to whom the work was directed and/or managed. All rights and privileges are reserved by Bank of America. These drawings shall not be duplicated without prior written permission of Bank of America or its designated Vendor.

SCALE: NOT TO SCALE

TF-2.1



CONFIDENTIAL AND PROPRIETARY

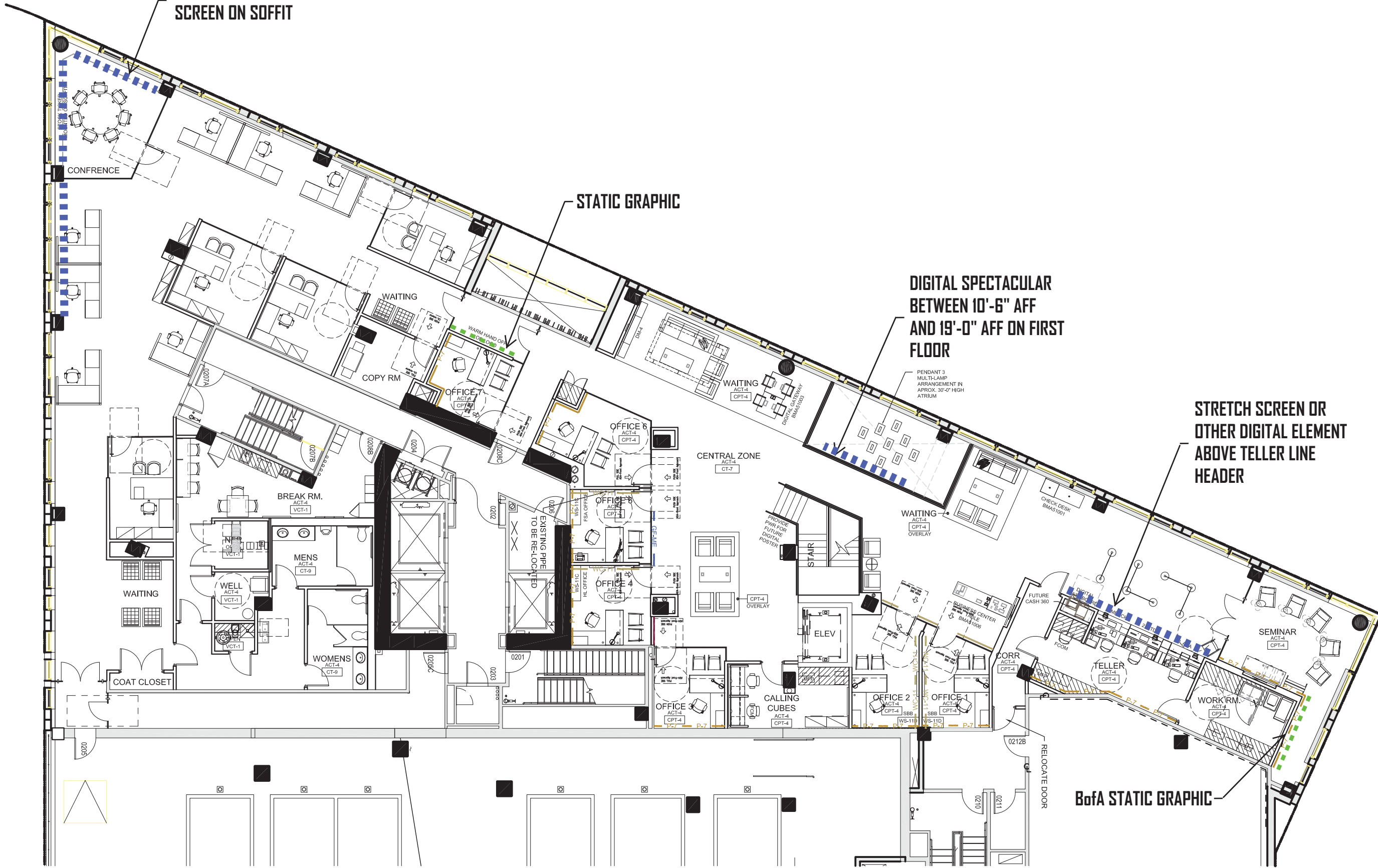
SIGNAGE OR STRETCH SCREEN ON SOFFIT

STATIC GRAPHIC

DIGITAL SPECTACULAR BETWEEN 10'-6" AFF AND 19'-0" AFF ON FIRST FLOOR

STRETCH SCREEN OR OTHER DIGITAL ELEMENT ABOVE TELLER LINE HEADER

BofA STATIC GRAPHIC





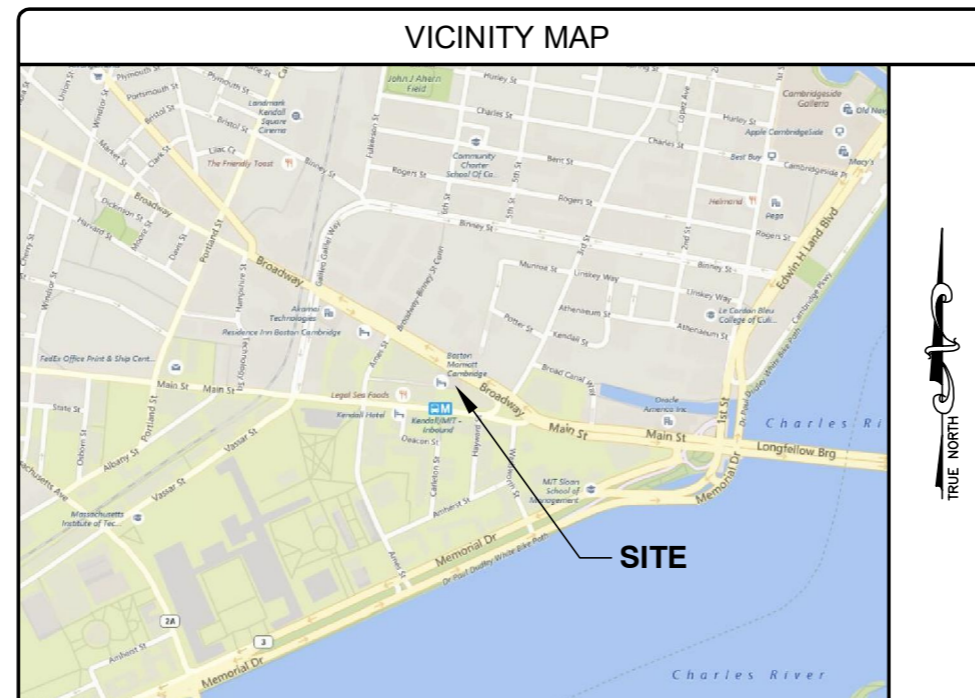
SITE NAME: W254BR CAMBRIDGE MARRIOTT

265-275 MAIN STREET
CAMBRIDGE, MA 02142
MIDDLESEX COUNTY



Know what's below.
Call before you dig.

SITE INFORMATION	
SITE NAME:	W254BR CAMBRIDGE MARRIOTT
SITE ADDRESS:	265-275 MAIN STREET CAMBRIDGE, MA 02142
LATITUDE (NAD 83):	42° 21' 46.44"
LONGITUDE (NAD 83):	-71° 05' 10.02"
JURISDICTION:	CITY OF CAMBRIDGE
COUNTY:	MIDDLESEX COUNTY
PARCEL OWNER:	ZUCKERMAN, MORTIMER B., EDWARD H. LINDE & DAVID BARRETT, TRS.
ADDRESS:	800 BOYLSTON STREET, STE #1900 BOSTON, MA 02199
PARCEL AREA:	1.32± ACRES
MBLU:	44-106
ZONING CLASSIFICATION:	MIXED USE DEVELOPMENT (AMES STREET DISTRICT)
GROUND ELEVATION:	9.0'± (AMSL)
STRUCTURE TYPE:	ROOFTOP
STRUCTURE HEIGHT:	293.0'± (AGL)



CODE COMPLIANCE	
ALL WORK AND MATERIALS SHALL BE PERFORMED AND INSTALLED IN ACCORDANCE WITH THE CURRENT EDITIONS OF THE FOLLOWING CODES AS ADOPTED BY THE LOCAL GOVERNING AUTHORITIES. NOTHING IN THESE PLANS IS TO BE CONSTRUED TO PERMIT WORK NOT CONFORMING TO THE LATEST EDITIONS OF THE FOLLOWING CODES.	
<ul style="list-style-type: none"> 2009 INTERNATIONAL BUILDING CODE (MASSACHUSETTS AMENDED 8TH EDITION) 2014 NATIONAL ELECTRICAL CODE 2009 NFPA 101, LIFE SAFETY CODE 2009 IFC - REFERENCE 527 CMR AMERICAN CONCRETE INSTITUTE AMERICAN INSTITUTE OF STEEL CONSTRUCTION MANUAL OF STEEL CONSTRUCTION 13TH EDITION 	<ul style="list-style-type: none"> ANSI/TIA-222-G TIA 607 INSTITUTE FOR ELECTRICAL & ELECTRONICS ENGINEER 81 IEEE C2 NATIONAL ELECTRIC SAFETY CODE LATEST EDITION TELECORDIA GR-1275 ANSI/T 311

DRAWING INDEX	
T-1	TITLE SHEET
C-1	ROOF PLAN & ELEVATION
A-1	SPECIFICATIONS

APPROVAL BLOCK				
	DATE	APPROVED	APPROVED AS NOTED	DISAPPROVED/REVISE
PROPERTY OWNER	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SALEM MEDIA GROUP	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MARRIOTT HOTEL	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SITE ACQUISITION	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CONSTRUCTION MANAGER	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ZONING	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RF ENGINEER	_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PROJECT TEAM	
APPLICANT:	SALEM MEDIA GROUP 4880 SANTA ROSA ROAD CAMARILLO, CA 93012 (805) 987-0400
ENGINEERING FIRM:	NB+C ENGINEERING SERVICES, LLC. 100 APOLLO DRIVE, SUITE 303 CHELMSFORD, MA 01824 (978) 856-8308

DO NOT SCALE DRAWINGS

THESE DRAWINGS ARE FORMATTED TO BE FULL-SIZE AT 24"X36". CONTRACTOR SHALL VERIFY ALL PLANS AND EXISTING DIMENSIONS AND CONDITIONS ON THE JOB SITE AND SHALL IMMEDIATELY NOTIFY THE DESIGNER / ENGINEER IN WRITING OF ANY DISCREPANCIES BEFORE PROCEEDING WITH THE WORK OR MATERIAL ORDERS OR BE RESPONSIBLE FOR THE SAME. CONTRACTOR SHALL USE BEST MANAGEMENT PRACTICE TO PREVENT STORM WATER POLLUTION DURING CONSTRUCTION.

ENGINEER	<p>TOTALLY COMMITTED.</p> <p>NB+C ENGINEERING SERVICES, LLC. 100 APOLLO DRIVE SUITE 303 CHELMSFORD, MA 01824 (978) 856-8308</p>																
APPLICANT	<p>4880 SANTA ROSA ROAD CAMARILLO, CA 93012 (805) 987-0400</p>																
SITE INFORMATION	<p>W254BR CAMBRIDGE MARRIOTT 265-275 MAIN STREET CAMBRIDGE, MA 02142 MIDDLESEX COUNTY</p>																
DESIGN RECORD	<table border="1"> <thead> <tr> <th colspan="4">REVISIONS</th> </tr> <tr> <th>REV</th> <th>DATE</th> <th>DESCRIPTION</th> <th>BY</th> </tr> </thead> <tbody> <tr> <td>B</td> <td>05/01/17</td> <td>REVISED</td> <td>MJS</td> </tr> <tr> <td>A</td> <td>04/24/17</td> <td>PRELIMINARY</td> <td>MJS</td> </tr> </tbody> </table>	REVISIONS				REV	DATE	DESCRIPTION	BY	B	05/01/17	REVISED	MJS	A	04/24/17	PRELIMINARY	MJS
REVISIONS																	
REV	DATE	DESCRIPTION	BY														
B	05/01/17	REVISED	MJS														
A	04/24/17	PRELIMINARY	MJS														
PROFESSIONAL STAMP																	
ENGINEER	<p>KRUPAKARAN KOLANDAIVELU, P.E. MA PROFESSIONAL ENGINEER LIC. #50019</p>																
SHEET TITLE	TITLE SHEET																
SHEET NUMBER	T-1																



LEASE EXHIBIT

NB+C
TOTALLY COMMITTED.
NB+C ENGINEERING SERVICES, LLC.
100 APOLLO DRIVE
SUITE 303
CHELMSFORD, MA 01824
(978) 855-8308

SALEM
MEDIA GROUP
4880 SANTA ROSA ROAD
CAMARILLO, CA 93012
(805) 987-0400

W254BR
CAMBRIDGE MARRIOTT
265-275 MAIN STREET
CAMBRIDGE, MA 02142
MIDDLESEX COUNTY

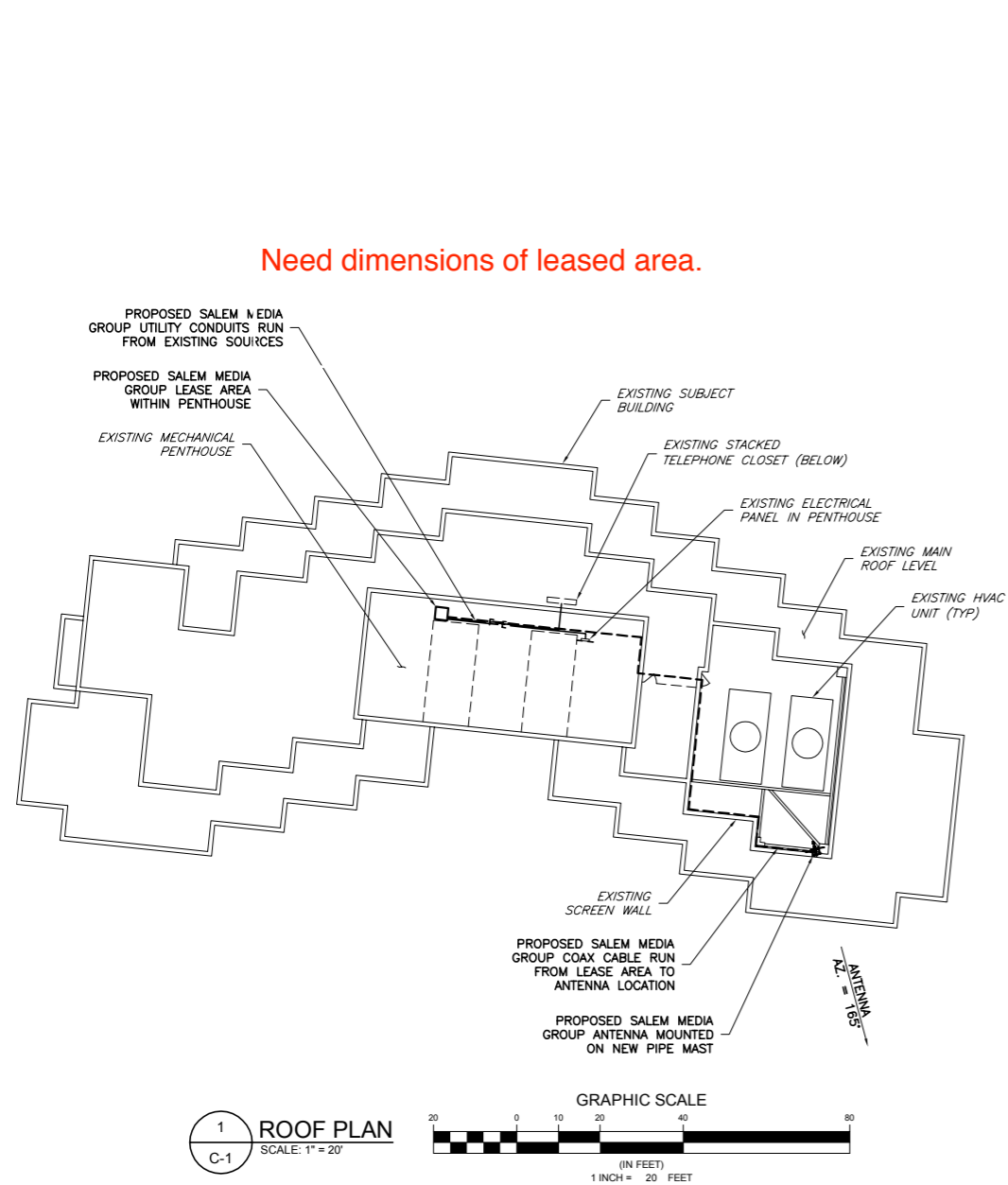
REVISIONS			
REV	DATE	DESCRIPTION	BY
B	05/01/17	REVISED	MJS
A	04/24/17	PRELIMINARY	MJS

DESIGN RECORD

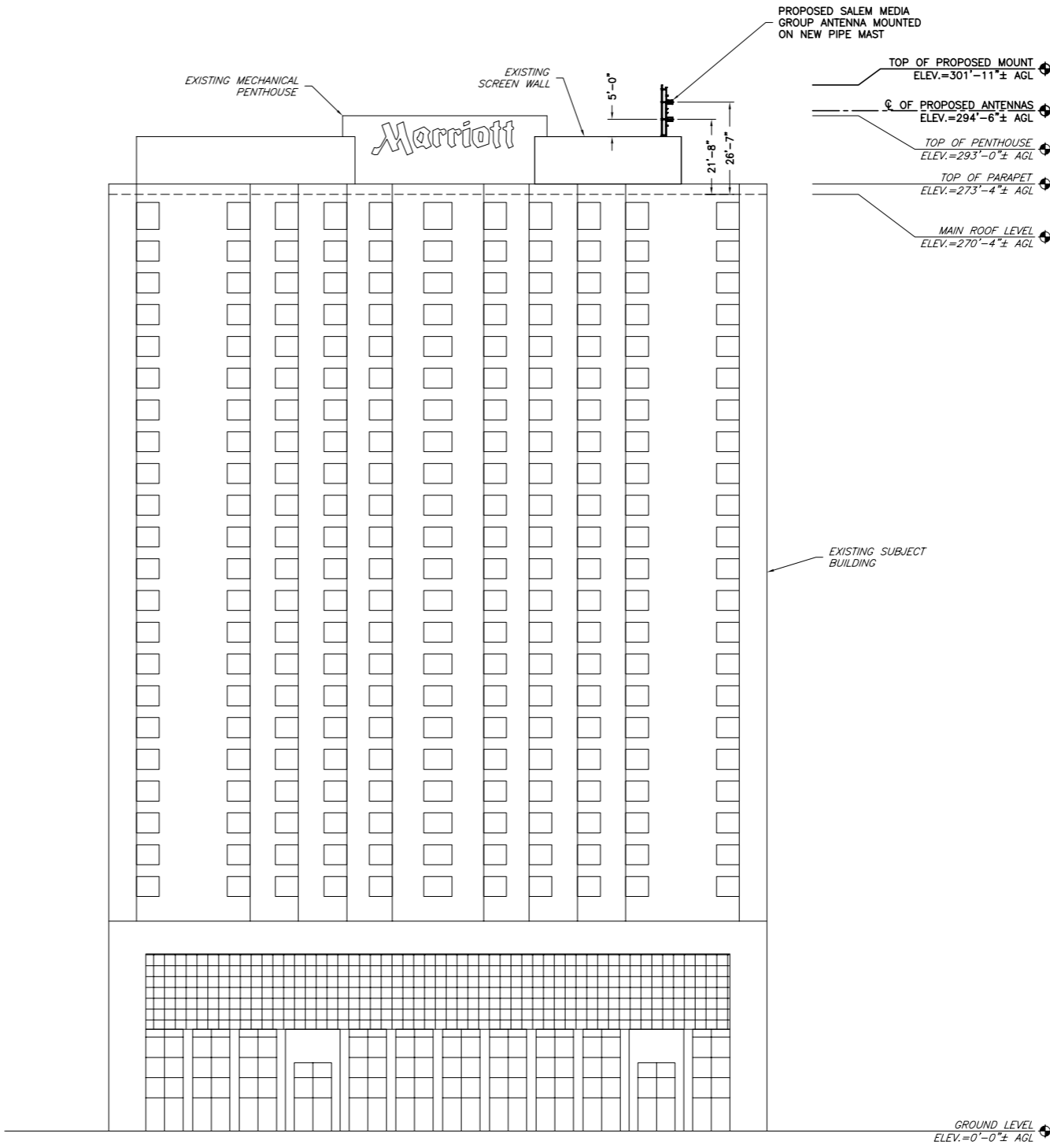
ENGINEER
KRUPAKARAN KOLANDAIVELU, P.E.
MA PROFESSIONAL ENGINEER LIC. #50019

SHEET TITLE
ROOF PLAN & ELEVATION

SHEET NUMBER
C-1



1 ROOF PLAN
SCALE: 1" = 20'



2 ELEVATION
SCALE: 1" = 20'

STRUCTURAL NOTE:
AN ANALYSIS OF THE CAPACITY OF THE EXISTING STRUCTURE TO SUPPORT THE PROPOSED LOADING HAS NOT BEEN COMPLETED. DRAWINGS ARE SUBJECT TO CHANGE PENDING A FULL STRUCTURAL REPORT.

LEASE EXHIBIT

ENGINEER



TOTALLY COMMITTED.

NB+C ENGINEERING SERVICES, LLC.
 100 APOLLO DRIVE
 SUITE 303
 CHELMSFORD, MA 01824
 (978) 856-8308

APPLICANT



4880 SANTA ROSA ROAD
 CAMARILLO, CA 93012
 (805) 987-0400

SITE INFORMATION

W254BR
 CAMBRIDGE MARRIOTT
 265-275 MAIN STREET
 CAMBRIDGE, MA 02142
 MIDDLESEX COUNTY

DESIGN RECORD

REVISIONS			
REV	DATE	DESCRIPTION	BY
B	05/01/17	REVISED	MJS
A	04/24/17	PRELIMINARY	MJS

PROFESSIONAL STAMP

ENGINEER

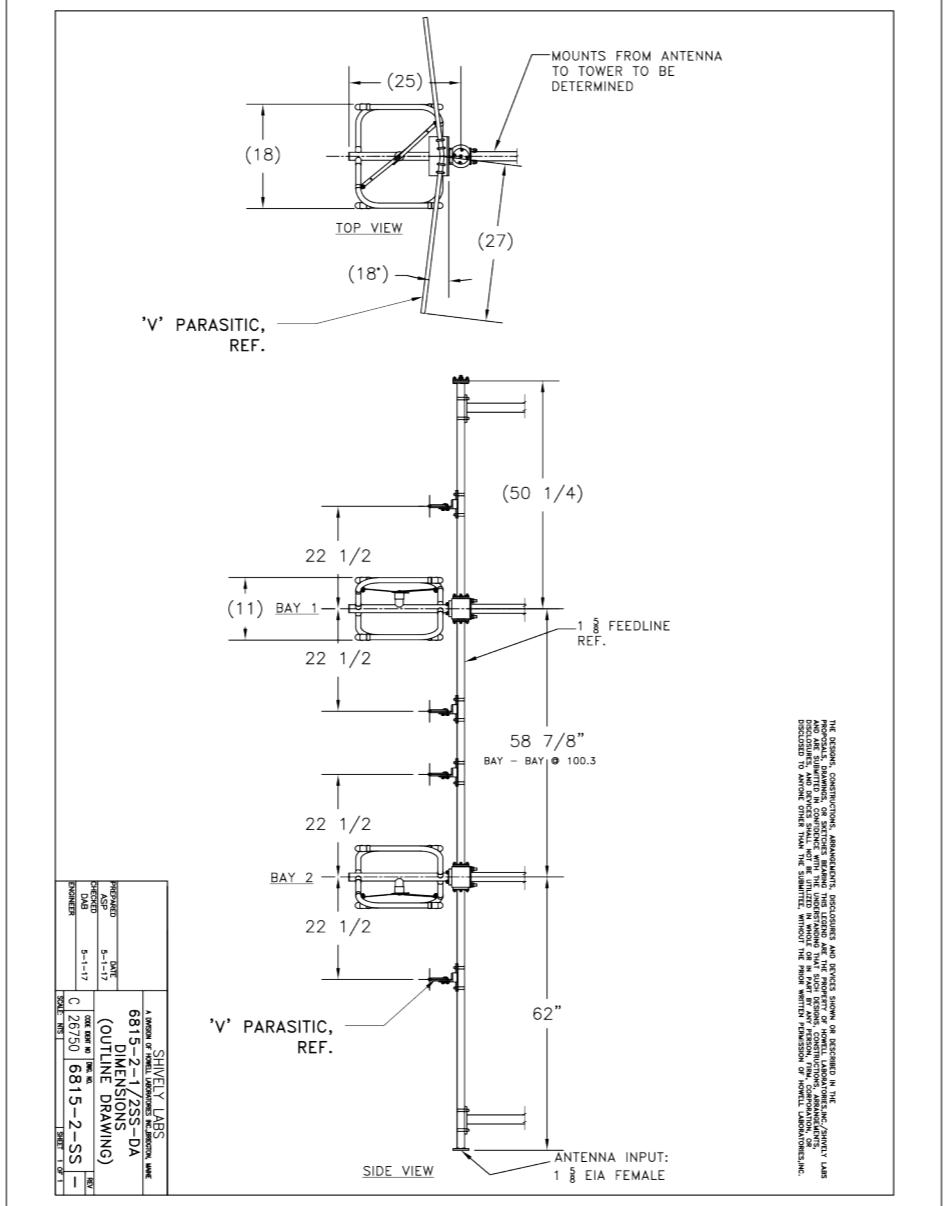
KRUPAKARAN KOLANDAIVELU, P.E.
 MA PROFESSIONAL ENGINEER LIC. #50019

SHEET TITLE

SPECIFICATIONS

SHEET NUMBER

A-1

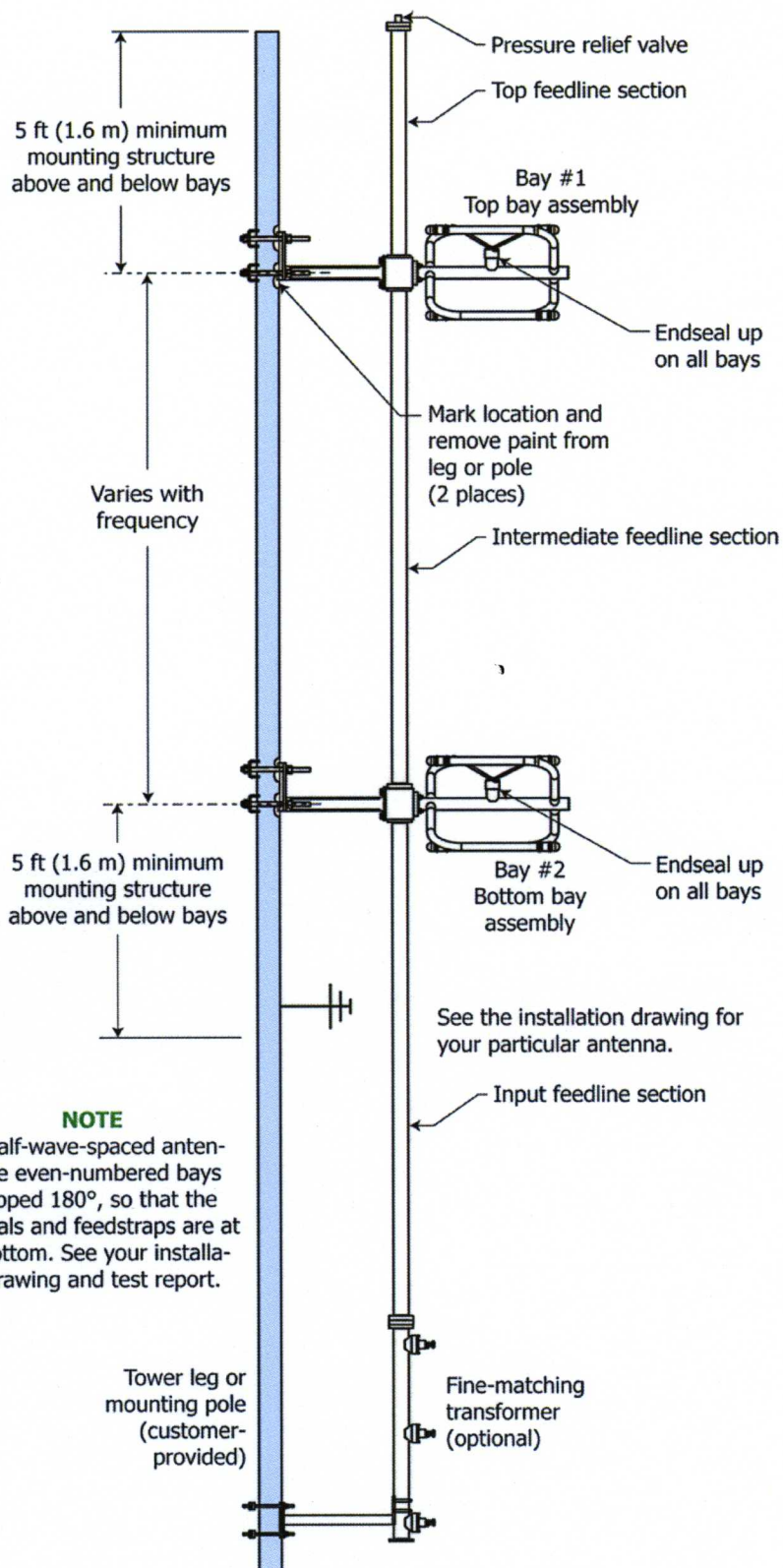


Precautions and Preparation

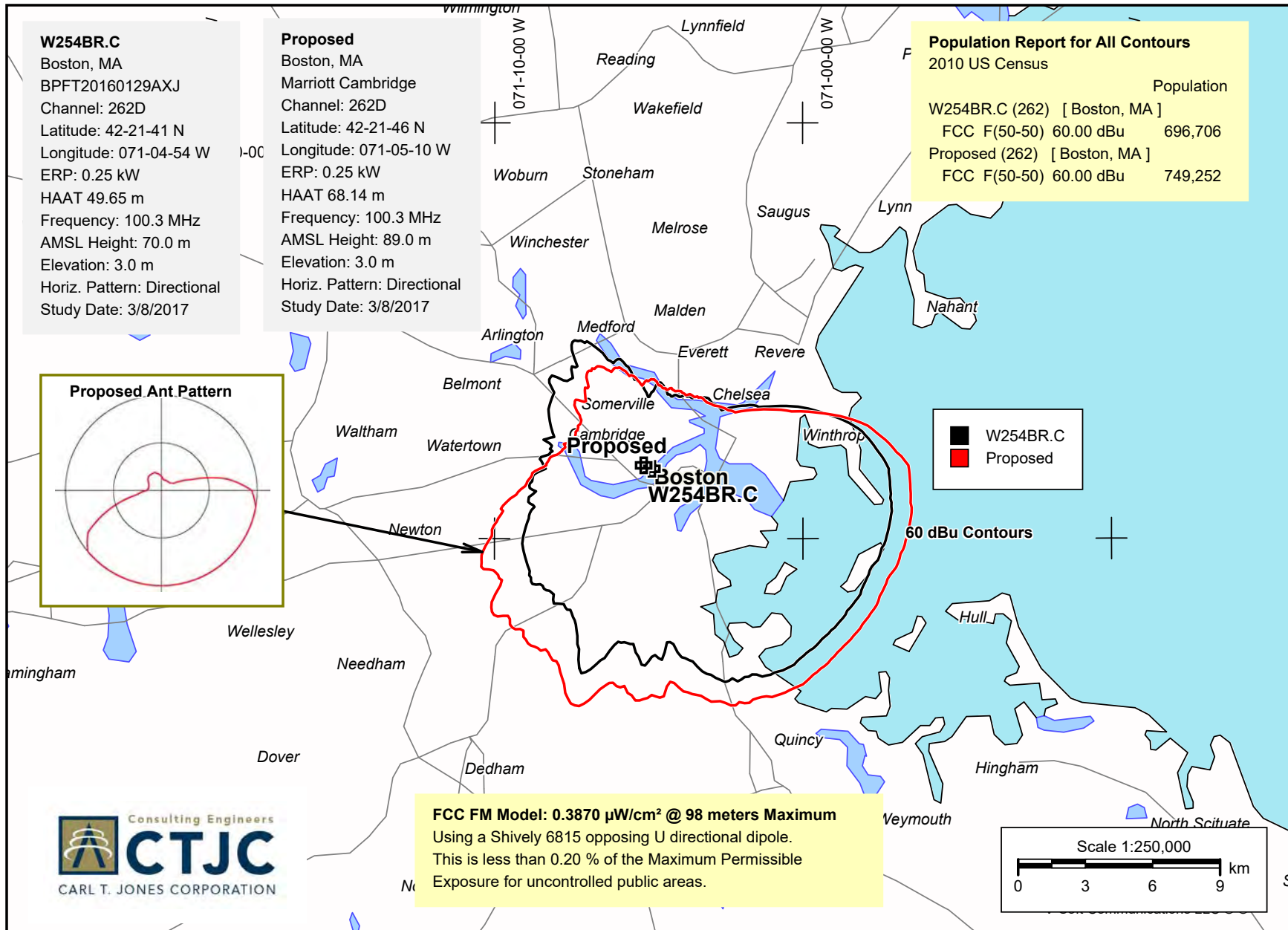
SHIVELY 6815

Figure 1. Tower layout, two-bay end-fed antenna without radomes

HALF WAVE
APPROXIMATE
± 58"



W254BR.C BPFT-20160129AXL 100.3 FM Boston, Relocation to the Cambridge Marriott Hotel



W254BR FM Translator Fill-In for WROL AM Boston, Relocation Proposal



W254BR CP Mod Boston to Marriott Bldg, Sheet 2



Marriott

EMPORIS

EMPORIS

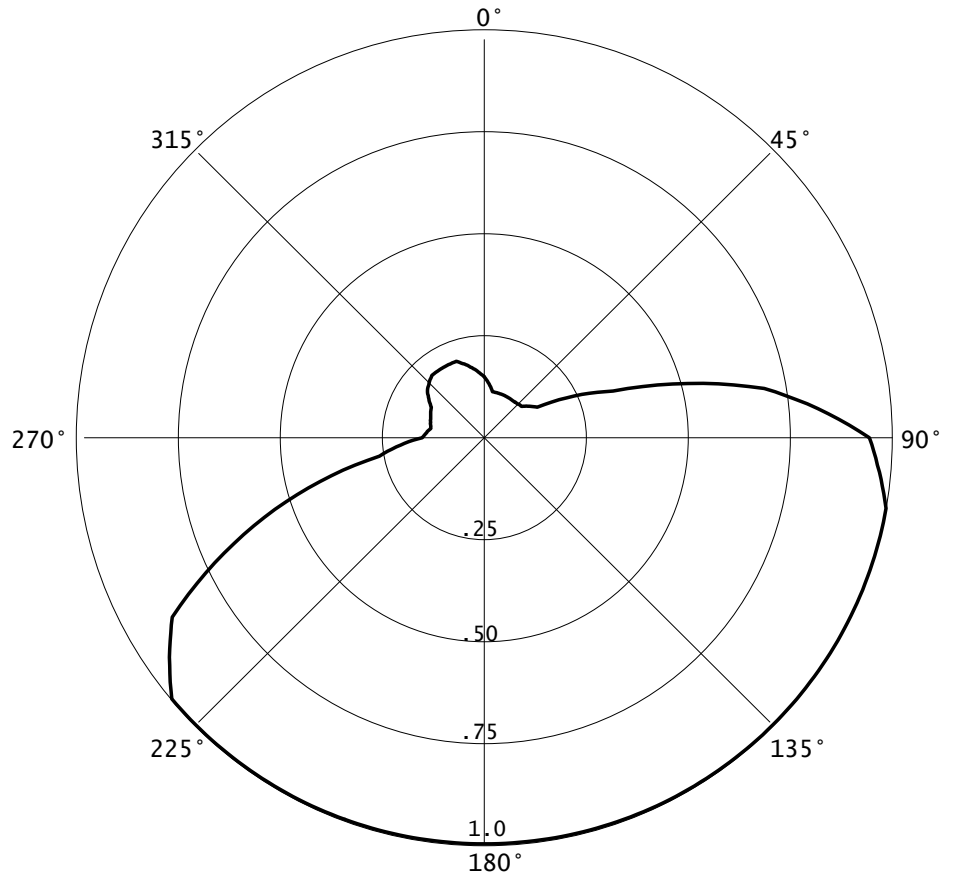
Proposed

03-08-2017

RMS(V)= .687

Graph is Relative Field

Azi	Field	dBk	kw
000	0.150	-22.499	0.006
010	0.115	-24.807	0.003
020	0.115	-24.807	0.003
030	0.115	-24.807	0.003
040	0.115	-24.807	0.003
050	0.120	-24.437	0.004
060	0.150	-22.499	0.006
070	0.336	-15.494	0.028
080	0.697	-09.156	0.121
090	0.944	-06.521	0.223
100	1.000	-06.021	0.250
110	1.000	-06.021	0.250
120	1.000	-06.021	0.250
130	1.000	-06.021	0.250
140	1.000	-06.021	0.250
150	1.000	-06.021	0.250
160	1.000	-06.021	0.250
170	1.000	-06.021	0.250
180	1.000	-06.021	0.250
190	1.000	-06.021	0.250
200	1.000	-06.021	0.250
210	1.000	-06.021	0.250
220	1.000	-06.021	0.250
230	1.000	-06.021	0.250
240	0.883	-07.101	0.195
250	0.574	-10.842	0.082
260	0.261	-17.688	0.017
270	0.152	-22.384	0.006
280	0.133	-23.544	0.004
290	0.140	-23.098	0.005
300	0.150	-22.499	0.006
310	0.182	-20.819	0.008
320	0.200	-20.000	0.010
330	0.200	-20.000	0.010
340	0.200	-20.000	0.010
350	0.175	-21.160	0.008



FM Model

Electromagnetic Compatibility Division

TVStudy Interference Analysis
Software

Measuring Broadband America

Incentive Auctions - TV Study
Software - OET Bulletin No. 69

Experimental License Filing
System

Technical Documents

OET - Bulletins

Radio Frequency Safety

Technological Advisory Council
(TAC)

Frequency Coordination with
Canada Below 470 MHz

FM Model

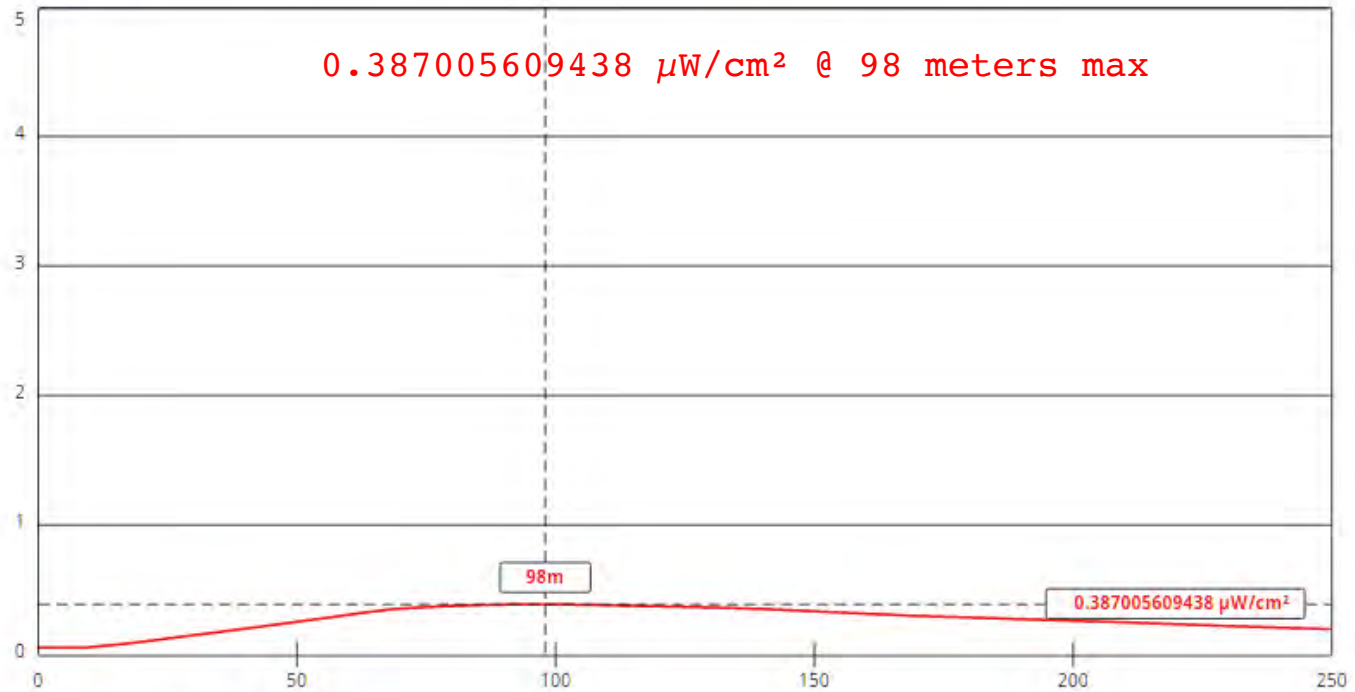
FCC Frequency Assignment
Databases

FCC Areas

Spectrum Utilization Study
Software (SUSS)

The FM Model calculator determines the potential exposure from radiofrequency (RF) electromagnetic fields produced by FM broadcast station antennas at ground level. The FM Model software was originally developed by the FCC in 1997 as a standalone executable program and this improved version provides more precise predictions and runs via a JavaScript enabled web browser. The FM Model is originally based on measured data published in 1985 by the EPA.

▼ Show More...



View Tabular Results +

Channel Selection	Channel 250 (97.9 MHz) ▼		
Antenna Type +	EPA Type 3: Opposed U Dipole ▼		
Height (m)	<input type="text" value="100"/>	Distance (m)	<input type="text" value="250"/>
ERP-H (W)	<input type="text" value="250"/>	ERP-V (W)	<input type="text" value="250"/>
Num of Elements	<input type="text" value="1"/>	Element Spacing (λ)	<input type="text" value=".5"/>
Num of Points	<input type="text" value="500"/>	<input type="button" value="Apply"/>	

W254BR CP Mod Boston to Marriott Bldg, Sheet 5

SHIVELY LABS

DATE: 16-Mar-16
SHOP ORDER: 33375
STATION: N/A
FREQUENCY: 91.7
ANTENNA TYPE: 6815

TOWER: POLE 4.5
MOUNT: POLE MT'S
MOUNT REMARKS: POLE MT'S
A-DIMENSION INCHES: 2.500

HORIZONTAL PARASITIC: 2-PLCS
B-DIMENSION: FEED LINE FRONT
C-DIMENSION: 1/4 W/L UP&DOWN
PARASITIC LENGTH: 14.000

VERTICAL PARASITIC: N/A
D-DIMENSION:
E-DIMENSION:
F-DIMENSION
PARASITIC LENGTH:

1st LEG AZIMUTH: POLE
ANTENNA HEADING: 118-DEGREES
LADDER: N/A

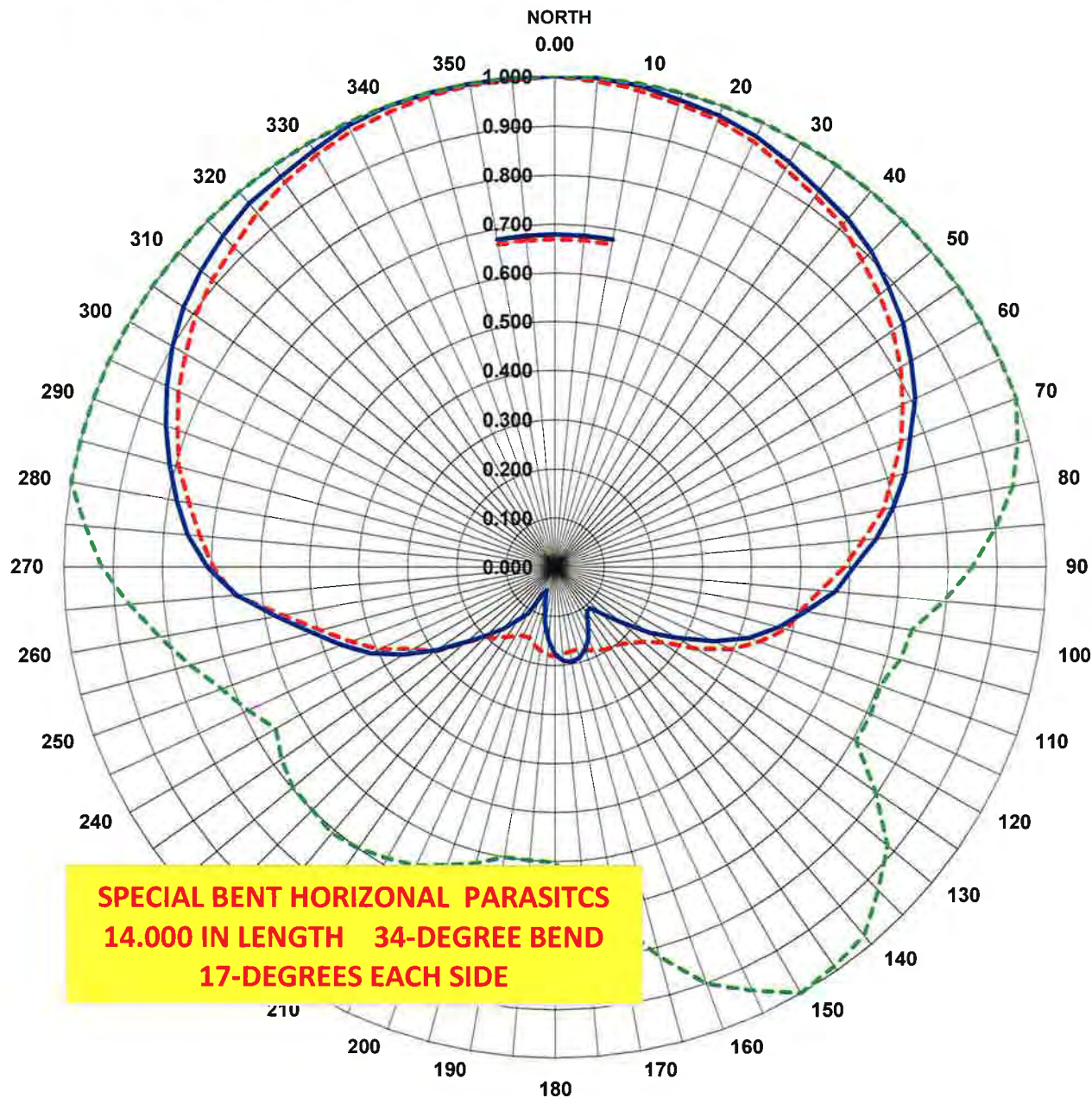
PATTERN NUMBER: 12-BB

VERTICAL RMS: 66.90%

HORIZONTAL RMS: 67.84%



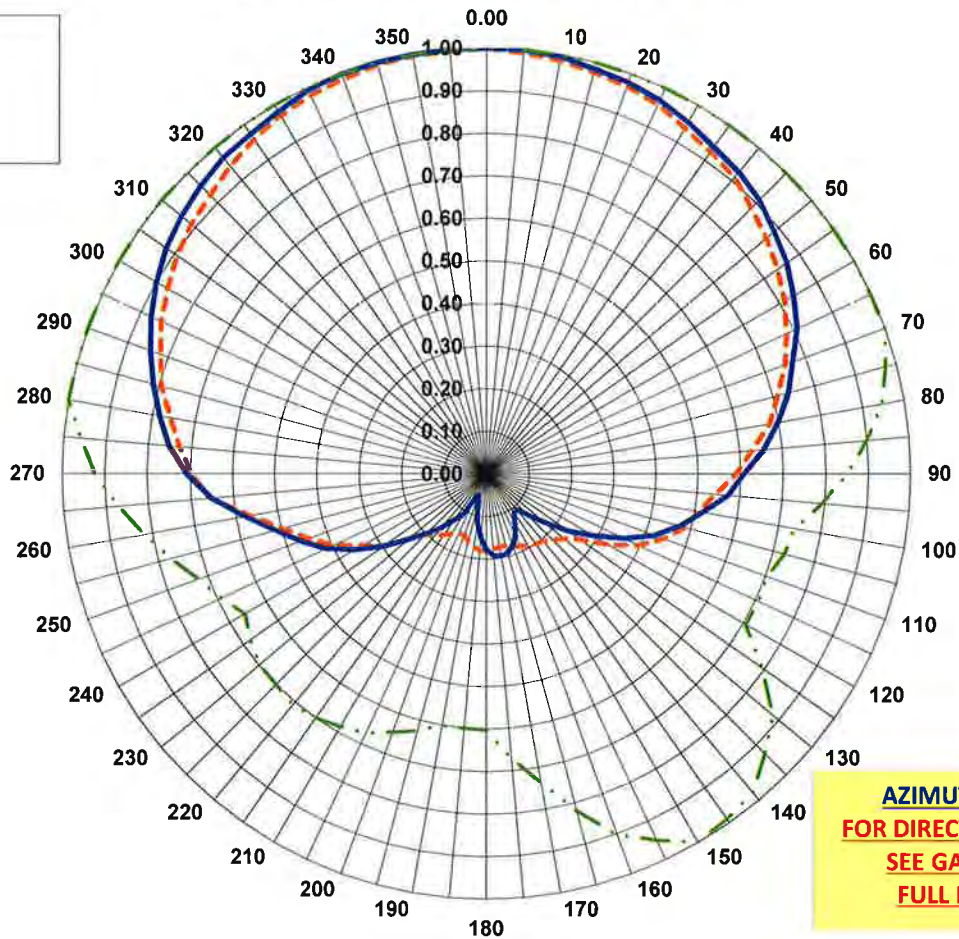
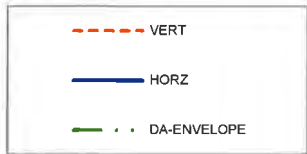
6815-DA ANTENNA
MOUNTED TO A 4.5-IN POLE
AZIMUTH 118-DEGREES



W254BR CP Mod Boston to Marriott Bldg, Sheet 6

SHIVELY LABS, A DIVISION OF HOWELL LABORATORIES, INC. BRIDGTON, ME. 04009 WWW.SHIVELY.COM

SHIVELY LABS



SHOP ORDER 33375
STATION N/A
PATTERN 12-BB

V-RMS 66.90%
H-RMS 67.84%

DA-RMS 88.70%
DA 85% 75.39%

COMP AZIMUTH
RMS GAIN
68.237% 2.173

DEGREE	VERT	HORZ	DEGREE	VERT	HORZ	DEGREE	VERT	HORZ	DEGREE	VERT	HORZ
0	1.000	1.000	90	0.589	0.608	180	0.181	0.178	270	0.697	0.708
5	0.993	1.000	95	0.543	0.573	185	0.180	0.150	275	0.726	0.751
10	0.986	0.996	100	0.509	0.519	190	0.173	0.117	280	0.757	0.782
15	0.977	0.985	105	0.487	0.473	195	0.164	0.081	285	0.793	0.813
20	0.970	0.979	110	0.444	0.422	200	0.153	0.051	290	0.818	0.843
25	0.957	0.969	115	0.396	0.357	205	0.155	0.064	295	0.846	0.872
30	0.938	0.954	120	0.333	0.288	210	0.162	0.110	300	0.869	0.899
35	0.924	0.938	125	0.267	0.233	215	0.174	0.132	305	0.893	0.923
40	0.911	0.927	130	0.237	0.176	220	0.189	0.165	310	0.911	0.941
45	0.884	0.911	135	0.219	0.134	225	0.202	0.197	315	0.925	0.956
50	0.862	0.887	140	0.205	0.109	230	0.241	0.238	320	0.943	0.969
55	0.839	0.865	145	0.201	0.113	235	0.299	0.295	325	0.959	0.973
60	0.812	0.837	150	0.195	0.133	240	0.334	0.357	330	0.971	0.982
65	0.781	0.809	155	0.187	0.160	245	0.396	0.415	335	0.981	0.994
70	0.750	0.769	160	0.181	0.178	250	0.444	0.463	340	0.987	0.999
75	0.711	0.738	165	0.173	0.192	255	0.497	0.513	345	0.994	1.000
80	0.679	0.699	170	0.175	0.196	260	0.565	0.578	350	0.997	1.000
85	0.629	0.657	175	0.177	0.192	265	0.656	0.652	355	0.996	1.000

Model 6815 FM broadcast antenna

Shively standard features:

- Power up to 7.5 kW per bay.
- Economical and easy setup.
- Directional configurable.
- Allows multiplexing of closely-spaced stations (< 2.2 MHz separation).
- Full- or half-wave-spaced configurations available.
- Optional fine-matching transformer available.
- Radomes optional.
- Pressurization to 5 psig during operation (10 - 12 psig purge).
- Pattern studies available.



Performance specifications:

Operating frequency range:	88 - 108 MHz
VSWR bandwidth:	1.05 : 1 or better at center frequency
	1.1 : 1 to ± 200 kHz from center frequency
	1.15 : 1 or better to ± 400 kHz
Power rating:	7.5 kW per antenna bay; 15 kW per array. Contact factory for higher-power arrays.
Bay input connector:	1-5/8" EIA female flange standard. 3-1/8" EIA can be used for center-fed 4-bay and up, in even-numbered arrays with higher-power inputs.
Standard mounting:	To an offset pole or round tower leg, 1-1/2" to 3-1/2" OD with 1/2" hardware & SCP clamp. Custom mounts optional.

Electrical Specifications:

No. of bays	Gain		Maximum power rating kW	No. of bays	Gain		Maximum power rating*
	Power	dB			Power	dB	
1	0.46	-3.40	7.5	5	2.72	4.31	15
2	0.99	-0.04	15	6	3.28	5.16	15
3	1.55	1.90	15	7	3.87	5.88	15
4	2.12	3.26	15	8	4.46	6.50	15

* Based on 1-5/8" EIA input. Contact the factory for other options.

Notes:

1. Our gain figures are derived from the computed directivity and include the losses in the antenna feed system. Gain is provided for one polarization and is equal in circularly polarized antennas for both horizontal and vertical components. Gain will be reduced if null fill, beam tilt, special H/V ratio, or special wavelength spacing is provided. Gain will increase in a directional array by the directivity of the azimuth pattern.

Document No. ds-6815 (150410)

A Division of Howell Laboratories, Inc., P. O. Box 389, Bridgton, Maine 04009 USA

(207) 647-3327

1-888-SHIVELY

Fax: (207)647-8273

www.shively.com

sales@shively.com

Certified to ISO-9001

An Employee-Owned Company

Vertical Tower Space:

No. of Bays	Antenna radiation aperture		Physical space used		Total tower space recommended		No. of Bays	Antenna radiation aperture		Physical space used		Total tower space recommended	
	ft	m	ft	m	ft	m		ft	m	ft	m	ft	m
1	2	0.61	12	3.66	20	6.10	5	40	12.19	52	15.85	60	18.29
2	10	3.05	22	6.71	30	9.14	6	50	15.24	62	18.90	70	21.34
3	20	6.10	32	9.75	40	12.19	7	60	18.29	72	21.95	80	24.38
4	30	9.14	42	12.80	50	15.24	8	70	21.34	74	22.56	90	27.44

Weight:

Add 15 lb for fine-matching transformer.

No. of Bays	Without radomes		With radomes		With radomes & 1/2" (1.2 cm) radial ice		With radomes & 1" (2.5 cm) radial ice		With radomes & 1-1/2" (3.8 cm) radial ice	
	lb	kg	lb	kg	lb	kg	lb	kg	lb	kg
1	48.0	21.8	118.0	53.6	204.9	93.1	298.5	135.7	398.7	181.2
2	96.4	43.8	236.4	107.5	323.3	147.0	416.9	189.5	517.1	235.0
3	144.8	65.8	354.8	161.3	441.7	200.8	535.3	243.3	635.5	288.9
4	193.2	87.8	473.2	215.1	560.1	254.6	653.7	297.1	753.9	342.7
5	241.6	109.8	591.6	268.9	678.5	308.4	772.1	351.0	872.3	396.5
6	290.0	131.8	710.0	322.7	796.9	362.2	890.5	404.8	990.2	450.1
7	338.4	153.8	828.4	376.5	915.3	416.0	1009	458.6	1109	504.1
8	386.8	175.8	946.8	430.4	1033.7	469.9	1127	512.3	1227	557.7

Revision 'G' effective projected area:

See notes 5 & 8.

No. of Bays	Without radomes		With radomes		With radomes & 1/2" (1.2 cm) radial ice		With radomes & 1" (2.5 cm) radial ice		With radomes & 1-1/2" (3.8 cm) radial ice	
	ft ²		ft ²		ft ²		ft ²		ft ²	
	EPA _N	EPA _T	EPA _N	EPA _T	EPA _N	EPA _T	EPA _N	EPA _T	EPA _N	EPA _T
1	2.95	2.16	4.51	4.18	5.12	4.67	5.73	5.17	6.35	5.67
2	5.89	4.32	9.02	8.36	10.24	9.35	11.46	10.34	12.70	11.34
3	8.84	6.49	13.54	12.54	15.36	14.02	17.19	15.51	19.04	17.01
4	11.79	8.65	18.05	16.72	20.47	18.70	22.92	20.68	25.39	22.67
5	14.73	10.81	22.56	20.90	25.59	23.37	28.65	25.85	31.74	28.34
6	17.68	12.97	27.07	25.07	30.71	28.04	34.38	31.02	38.09	34.01
7	20.63	15.13	31.59	29.25	35.83	32.72	40.11	36.19	44.44	39.68
8	23.57	17.29	36.10	33.43	40.95	37.39	45.84	41.36	50.79	45.35

Notes:

- The mounting structure must not flex more than $\pm 3/4$ in (1.8 cm) in any ten-foot (3-meter) section. Five feet (1.5 m) of mounting structure is required above and below the antenna bays for proper pattern formation.
- Antenna radiation aperture is the distance from the center of the top bay to the center of the bottom bay. Physical space used is from the top of the top bay to the input flange at the bottom of the array, or the bottom of the bottom bay in a center-fed array. Total tower space recommended allows ten feet (3 m) of clear tower space above and below the antenna to protect from pattern interference by other antennas. At frequencies lower than 98 MHz, each of these dimensions will increase by up to 1 ft (0.3 m) per bay.
- Seven bays or less are normally end-fed. All antennas supplied with beam tilt will be center-fed. Antennas with an odd number of bays are normally not available with center feed.
- Windload and weight tabulations are estimates and assume 98 MHz. They include the bay, interbay feedline, and input connection. No values have been included in these tabulations for mounts or fine-matching transformer. Actual values vary with the specific installation. Contact us with details of your installation if more precise values are needed.
- The effective projected area (EPA) is calculated per TIA standard ANSI/TIA-222-G.
 EPA_N - Effective projected area associated with the windward face normal to the azimuth of the antenna: $EPA_N = \sum(C_o A_c)_N$
 EPA_T - Effective projected area associated with the windward face at the side of the antenna: $EPA_T = \sum(C_o A_c)_T$
 Assumptions: Structure class II; Exposure category C; Topographic category 1; Maximum basic windspeed 105 mph; with ice, 45 mph; Height above ground 500 ft.
- Ask for technical assistance at Shively if you are planning to mount antennas on AM towers or install them at altitudes over 3,000 ft (915 m) above mean sea level.
- Area of fine-matching transformer: Without ice, $EPA_N = 0.9$, $EPA_T = 0.8$; 1/2" radial ice, $EPA_N = 1.2$, $EPA_T = 1.1$; 1" radial ice, $EPA_N = 1.5$, $EPA_T = 1.4$; 1-1/2" radial ice, $EPA_N = 1.9$, $EPA_T = 1.7$.

w254BR relocated to Cambridge Marriott RoofTop

REFERENCE
42 21 46.0 N.
71 05 10.0 W.

CH# 262D - 100.3 MHz, Pwr= 0.25 kw DA, HAAT= 68.1 M, COR= 89 M
Average Protected F(50-50)= 10.76 km
Standard Directional

DISPLAY DATES
DATA 03-08-17
SEARCH 03-08-17

CH CITY	CALL	TYPE STATE	ANT AZI <--	DIST FILE #	LAT LNG	PWR(kw) HAAT(M)	INT(km) COR(M)	PRO(km) LICENSEE	*IN* (Overlap in km)	*OUT*
264B Boston	WZLX	LIC_CN MA	171.7 351.7	1.74 BLH19911018KF	42 20 50.0 71 04 59.0	21.500 235	5.8 258	65.3 Cbs Radio Inc. Of Boston	-14.1*<	-65.2*<
262B Portsmouth	WHEB	LIC_CN NH	18.6 198.8	80.99 BLH19910307KE	43 03 11.0 70 46 04.0	50.000 140	135.7 151	62.9 Capstar Tx, Llc	-58.3*<	1.5
262D Boston	W254BR	CP_DC MA	112.9 292.9	0.39 BPFT20160129AJ	42 21 41.0 71 04 54.0	0.250	15.7 70	4.9 Salem Media Of Massachuset	-27.4*<	-46.3*<
262A Middletown	WKKB	LIC_NC RI	185.8 5.7	85.52 BLH20000526AAB	41 35 48.0 71 11 24.0	1.550 200	79.6 223	27.4 Red Wolf Broadcasting Corp	-4.4<	23.2
261D Waltham	WBRS	LIC_CN MA	272.9 92.8	14.15 BMLD19941020KD	42 22 09.0 71 15 28.0	0.025 46	9.6 91	6.7 Brandeis University	0.3<	1.3
209B Boston	WGBH	LIC_CY MA	187.8 7.8	16.94 BLED19800609AH	42 12 42.0 71 06 51.0	100.000 198	0.0 242	0.0 wgbh Educational Foundatio	15.0R	1.9M
261A Southbridge	WWFX	LIC_ZCN MA	257.0 76.5	67.31 BLH19990209KB	42 13 28.0 71 52 51.0	2.850 146	50.4 359	33.7 Radio License Holding Cbc,	10.9	25.1
260D Holliston	WHHB	LIC_CN MA	240.4 60.1	33.90 BLED19951205KA	42 12 42.0 71 26 36.0	0.017 62	1.9 144	6.4 Holliston High School	23.6	26.5
260B Barnstable	WQRC	LIC_CN MA	140.6 321.1	96.72 BLH19820607AO	41 41 19.0 70 20 49.0	50.000 116	5.4 125	61.2 Sandab Commun. Ltd. Partne	79.2	34.0
260D Lawrence	W260AS	LIC_C MA	358.5 178.5	45.58 BLFT20090304ABF	42 46 23.0 71 06 01.0	0.010 163	0.2 205	7.1 Educational Media Foundati	41.5	38.3
263D Hyannis	W263CU	LIC_DC MA	140.6 321.1	96.69 BLFT20140605AAO	41 41 20.0 70 20 49.0	0.250	18.7 151	12.6 Nantucket Public Radio, In	65.9	66.3
259A Wakefield-peacedale	WEAN-FM	LIC_ZCN RI	207.4 27.0	98.72 BLH19950609KB	41 34 22.0 71 37 55.0	2.300 163	2.4 242	27.8 Radio License Holding Cbc,	86.6	69.8
263B New Britain	WRCH	LIC_CX CT	243.6 62.5	162.09 BMLH20090430AAN	41 42 13.0 72 49 57.0	7.500 381	82.3 475	68.9 Cbs Radio Stations Inc.	71.9	77.1

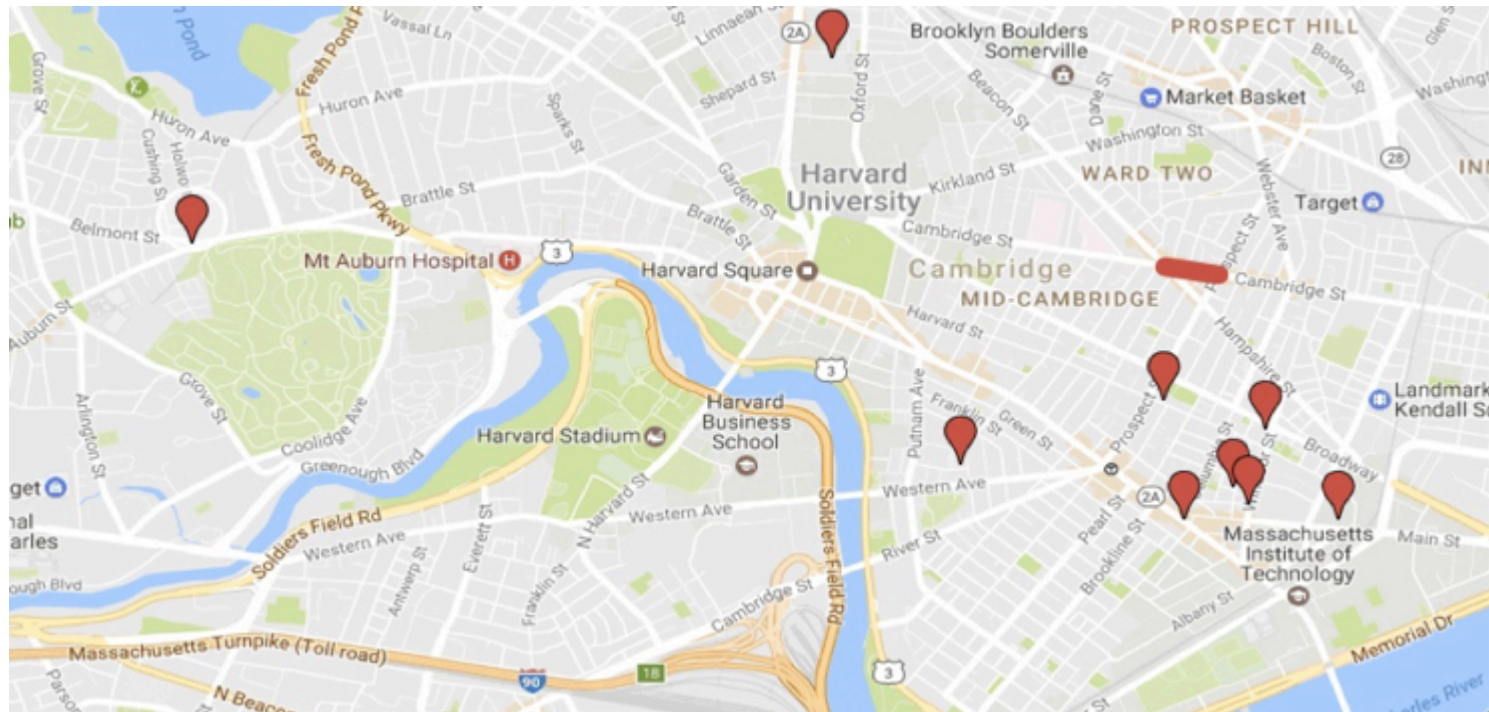
Terrain database is NGDC 30 SEC , R= 73.215 qualifying spacings or FCC minimum spacings in KM, M= Margin in KM
Contour distances are on direct line to and from reference station. Reference zone= East Zone, Co to 3rd adjacent.
Ant Column: (D= DA Standard, Z= DA 73.215, N= Not DA 73.215, _= Omni), Polarization (C,H,V,E), Beamtilt(Y,N,X)
"*"affixed to 'IN' or 'OUT' values = site inside restricted contour.
< = Contour Overlap



2017 **F**orward **F**und Update

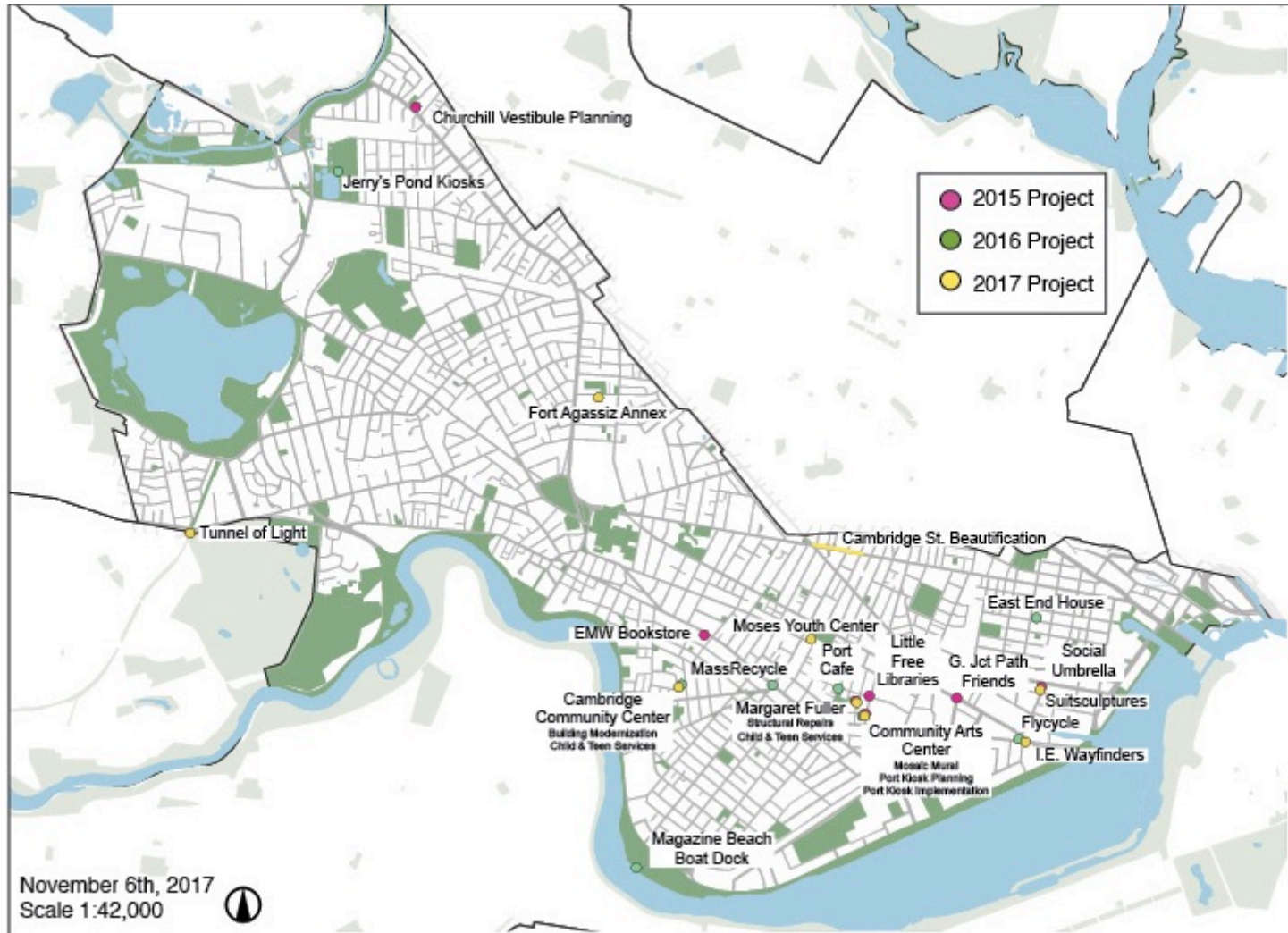
2017 FORWARD FUND REVIEW

- During the 2017 funding cycle the CRA granted \$125,000, an increase of over \$67,000 from the previous year.
- Nine projects were awarded city-wide.



MAP OF ALL FORWARD FUND AWARDED PROJECTS

- Over 24 projects throughout the City of Cambridge



In 2017 we provided two categories for interested applicants to apply to.

- **Civic Experimentation**: Applicants piloting innovative physical improvement projects that encourage, enable, or execute a physical innovation, avant-garde placemaking, or tactical urbanism in public and civic space, whether public or privately owned.
- **Community Infrastructure**: Applicants seeking to fund a physical improvement project that serves a civic facility that provides public services and facilitates community connections or meets neighborhood needs regardless of innovativeness.



RECIPIENTS

EXPERIMENTATION GRANTS (\$48,500)

Tunnel of Light

Friends of the Greenway, Inc.

Wayfinders – Connecting 2 the I.E. (Innovation Economy)

Innovators for Purpose

Moses Youth Center Vertical Garden

Carolyn L. Arts

Suitsculptures

ROLO

COMMUNITY INFRASTRUCTURE (\$70,214)

Cambridge Street Beautification

East Cambridge Business Assoc.

Fort Agassiz Annex

Agassiz Baldwin Community

Building Pillar 1: Child & Teen Services

Margaret Fuller Neighborhood House

Port Kiosk

Community Art Center

Building Modernization Project

Cambridge Community Center



COMPLETED PROJECTS

Moses Youth Center Vertical Garden

By: Carolyn Lewenberg



Youth engagement project.

20 high school aged young men.

Skills learned through the project;
*Patience, Communication, Team
Work, Responsibility,
Accountability*

The Center plans to expand the
Vertical Garden next spring.

Future plans for the garden will be to
incorporate the harvest into healthy
meals prepared at the Center.



COMPLETED PROJECTS

Fort Agassiz Annex

By: Agassiz Baldwin Community



Youth engagement project.

The grant allowed the Community Center to expand their offerings to the growing number of students that attend their programs.

The students worked with program staff, professional architects and carpenters to finalize the play structure.

The structure is opened to all the students and families in the neighborhood.



COMPLETED PROJECTS

Cambridge Street Beautification Project

By: East Cambridge Business Association



The ECBA expanded their organization in 2017.

This expansion allowed them to extend the project into Inman Square.

The grant helped fund 40 decorated poles through out the year.



COMPLETED PROJECTS

Building Modernization Project *By: Cambridge Community Center*



Originally deferred the funds until 2018 due to lack of extra funding.

Partnered with the Heart of America program to raise additional funding and hire contractors to build the new computer lab.

Updated lab will allow the Center to increase the computer programs and learning opportunities offered to the students.

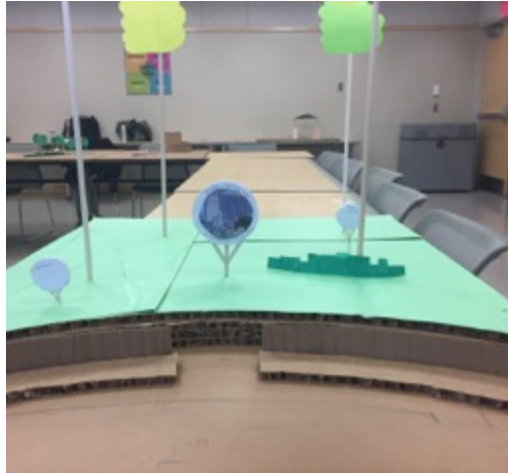
This is the second Forward Fund grant that the CRA has provided the Cambridge Community Center.



UNFINISHED PROJECTS

Wayfinders – Connecting 2 the I.E.

By: *InnovatorsForPurpose*



Youth Engagement Project.

A team of 10 students spent the summer researching KSQ history and ways to incorporate their findings into a Wayfinding sign.

When completed the sign will be a place to stop and enjoy views of the Longfellow Bridge and the ever changing landscape of Main Street..

The students are currently working with Bluebird to have their creation manufactured.



UNFINISHED PROJECTS

Building Pillar 1: Child & Teen Services

By: Margaret Fuller Neighborhood House



Project has been delayed due to lack of funding.

Aspects of the project that have been completed are:

New ceiling and lights,
Updated plumbing

Soft demolition and construction of updated space is scheduled for the new year.

This is the second Forward Fund grant that the CRA has provided the Margaret Fuller Neighborhood House.



UNFINISHED PROJECTS

Building Modernization Project

By: Cambridge Community Center



Youth Engagement Project

The Kiosk will welcome residents and visitors of the Port.

The Kiosk will have an interactive user interface that will tell a story the history and residents of the Port.

Students have collaborated with art teachers and architects to finalize the design.

The Center is finalizing a RFP that will help select a fabricator and contractor to install the Kiosk.

This is the second Forward Fund grant that the CRA has provided the Cambridge Art Center.



UNFINISHED PROJECTS

Suitsculpture K/N/A “Spacewalk Kendall”

By: ROLO



The project got off to a slow start due to difficulty with the awardees finding a fiscal sponsor.

As of August the awardees were selected to join Autodesk BUILD residency to work on the Suitsculptures.

The residency program will allow the awardees to fabricate the sculptures with cutting-edge machining tools, software and professional guidance.

The awardees have renamed the project “Spacewalk Kendall” and have created a website that details the process behind the project.

www.spacewalkkendall.org



UNFINISHED PROJECTS

Tunnel of Light

By: Friends of the Greenway, Inc.



The awardee has agreed to defer their Forward Fund award until Spring of 2018.

The overpass will undergo reconstruction in the spring.

The project delay will allow for additional community meetings and community input.

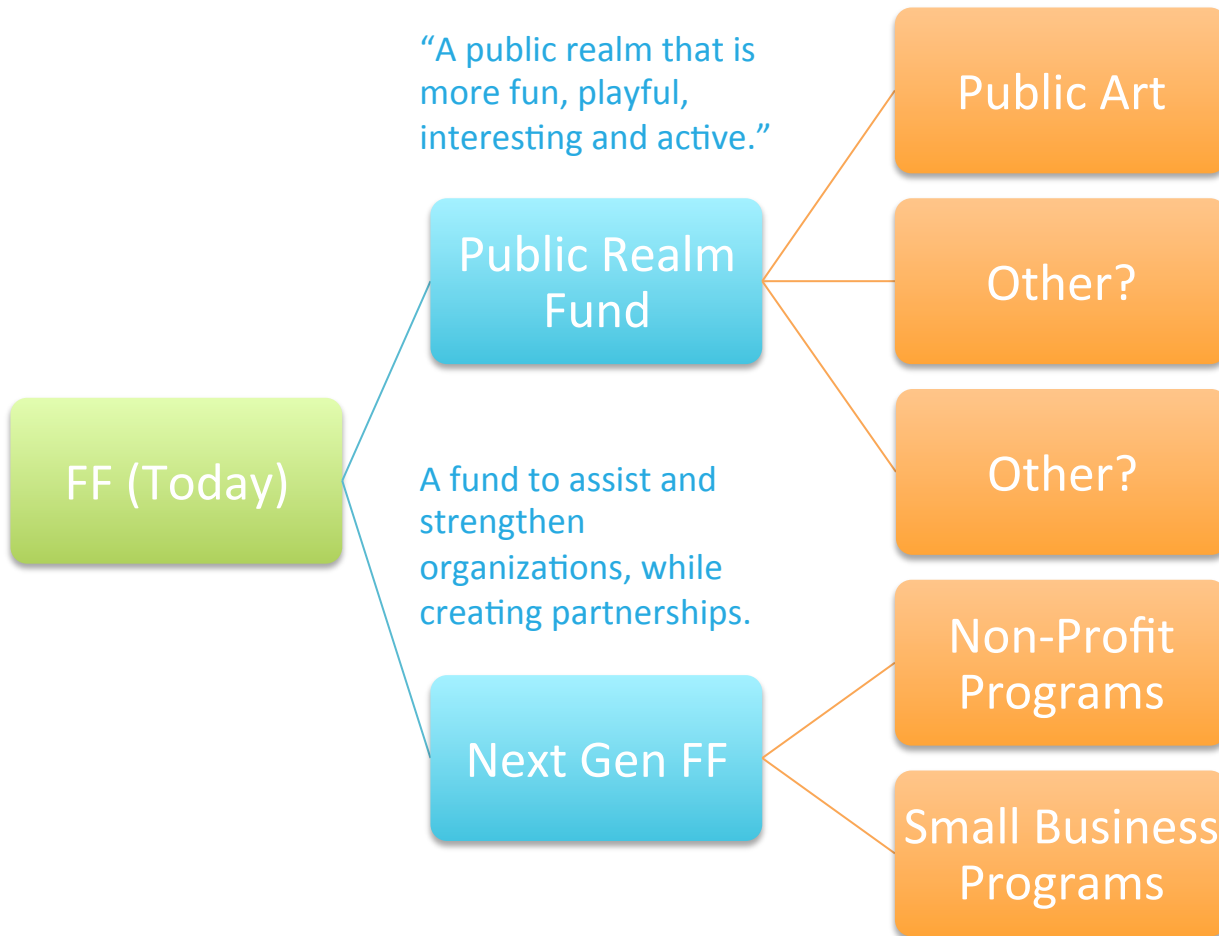


LESSONS LEARNED

- **Expansion in marketing is important.**
- **Most non-profit submit great proposal but lack the staff, time and resources to fulfill the project in its entirety.**
- **Supporting organizations through the planning stage of their project involves a great deal of staff time.**
- **Funding non-profits allows the FF to support all aspects of STEAM education.**
- **A lengthy application process can be burdensome to small grants/projects.**
- **Small grants/projects can serve as an “R & D” department for awardees.**
- **The larger the grant doesn’t always determine the most impactful project.**
- **Creating deadlines for non-profits does not make them work faster or create a better project.**
- **Reaching out to small business associations to inform of grant program.**



MOVING FORWARD



MOVING FORWARD

Next Gen Forward Fund

- Non-Profit and Small Business Focus
 - Capital Improvements
 - X% planning maximum for Capital Improvements
 - Simplify the application
 - Investigate financial qualification requirements
 - New Time Frame - April?
 - Research other types of non-profit and small business assistance

Public Realm Fund (name TBD)

- Public Art Program
- Other Programs?
 - Preliminary Staff
 - Brainstorming Ideas:
 - Active Alleys/Neighborways
 - Sidewalk Terraces / Parklets



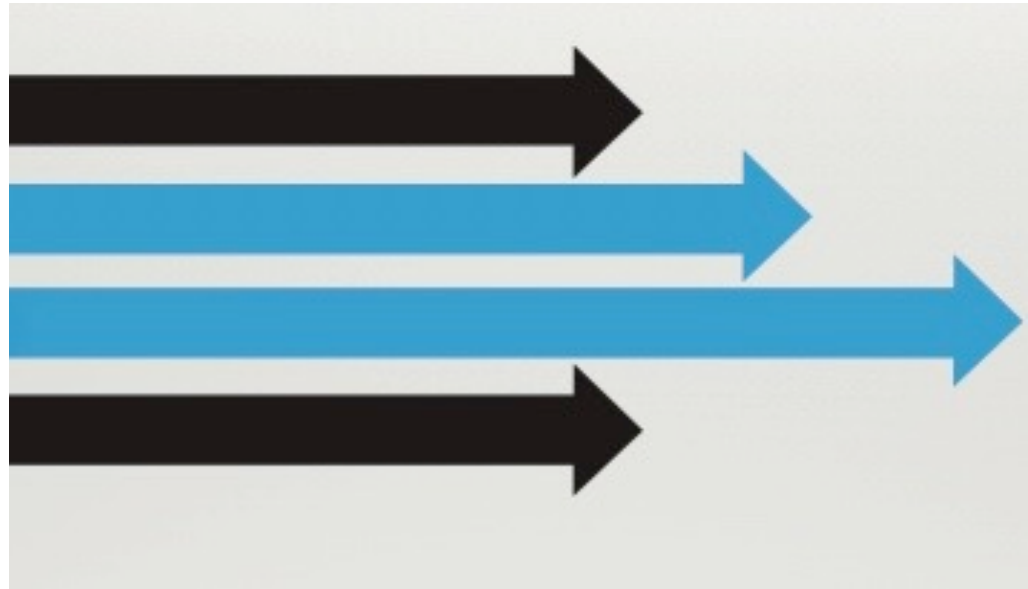
Next Gen. Forward Fund

Research similar city programs

Meet with Non-Profit Coalition

Meet with Small Business
Associations

Research IDA and GIA conference
takeaways regarding public art,
public realm, small business, and
non-profit assistance programs





cambridgeredevelopment.org

DRAFT Memorandum

Date: November 10, 2017
To: CRA Board
From: Tom Evans, Executive Director
RE: CRA Small Business Loan Program Research

Introduction:

Based on previous discussions with Board members and from results of the City of Cambridge's 2017 Retail Strategy Report (Retail Report), CRA staff has conducted some initial research toward the formation of a business grant program to assist with retail business attraction and retention.

Step one of this research was to discuss the results of the retail Report by Larisa Ortiz Associates, the City's consultant and then to investigate other small business and retail lending program models. The second step is to set up target goals for the CRA program for discussion with the CRA Board. The third step will be to design a program in collaboration with potential partners.

http://www.cambridgema.gov/~media/Files/CDD/EconDev/retailstrategy/retailstrategy_finalreportaugust2017.pdf

The Retail Report conducted a thorough investigation of City-wide demographic and economic conditions as well as district-by-district analysis of the City's retail environment. The research was also informed by national trends in retail and small business development. The initial conclusion was that retail business health in Cambridge is generally strong. However changes in the retail economy and high costs pose a threat to the health of Cambridge's commercial corridors, especially locally owned businesses. An excerpt from a Strengths Weakness, Opportunities and Threats (S-W-O-T) Analysis is described below:

Citywide S-W-O-T: Business Environment + Structural Challenges

There is currently strong demand for retail spaces throughout the City of Cambridge, particularly in districts with strong institutional and commercial anchors such as Harvard Square and Kendall Square. There is also a strong presence of small businesses in Cambridge, creating a promising picture for local entrepreneurs trying to open storefronts.

However, a problem faced by many small businesses today is the rising cost of operations, including higher rents (as a result of the demand for space), taxes, and utilities (due to Triple Net leases). This is compounded by high build-out costs, outdated regulations and unclear permitting processes that constrain small entrepreneurs early on in the process of starting a business.

It is therefore important to consider opportunities to decrease financial and regulatory barriers for new businesses and to reduce complexity in dealing with permits at various City departments. The current City project of integrating these departments into a single online portal, for example, will greatly assist

business owners. The rapidly changing behaviors and habits of consumers also require that business owners keep up-to-date with omni-channel retailing and retailing best practices. Technical assistance for small businesses via local business associations can be a helpful tool to engage businesses to adapt to changing consumer behaviors. Technical assistance in building online presence through review websites such as Yelp or TripAdvisor, for example, can boost businesses in commercial districts.

According to the Report, Cambridge currently has a citywide commercial vacancy rate of 4%, although not all districts are equally healthy. The Report projects that retail vacancies may increase due to local market softening or contraction in the retail sector. The Report suggests that the City pursue a program to support new retailers to open up in vacant storefronts.

Some recent analysis from the Local Initiative Support Corporation (LISC), based on work in Chicago and Philadelphia, points to the value of retail lending programs in commercial corridors, such as start-up loans, working capital, real estate, and façade improvement loans. Access to capital can be a major barrier to entrepreneurs. Their experience determined that forging productive partnerships with local banks and other financial institutions is an essential component of robust corridor development initiatives.

https://www.philadelphiafed.org/community-development/publications/cascade/88/03_lessons-on-revitalizing-commercial-corridors

Program Models:

The Community Development Department already operates a retail grant program funded through CDBG funds. The Cambridge Storefront Improvement Program provides technical and financial assistance to property owners or tenants seeking to renovate or restore commercial building exterior facades. The Program seeks to increase accessibility into storefronts, improve the physical appearance of independent businesses and enhance the commercial districts of Cambridge. Reimbursement grant limits vary from year to year. Currently the City's façade renovation program is limited to CDBG defined priority areas.

This program provides:

- 90% matching grant up to \$20,000 for ADA improvements to entrance, including ramps, lifts, doors hardware and automatic openers, accessible parking, and signage.
- 50% matching grant up to \$15,000 for other façade improvements, including better windows, paneling, architectural details and restoration of historic features.
- 50% matching grant up to \$2,500 for signage, lighting and awning improvements.

<http://www.cambridgema.gov/CDD/econdev/resourcesforbusinesses/smallbusiness/storefront>

Listed below are programs described in the Retail Report as Best Practices in retail lending for commercial corridor investment.

- **City of Laurel Main Street Business Relocation Grant Program (Maryland)** – <https://www.cityoflaurel.org/ecd/main-street-development-programs/main-street-business->

[relocation-grant-program](#)

Applicants receive reimbursement grants up to \$10,000 if relocating to the boundaries of the City of Laurel. If businesses meet goals of the City, they may also receive property tax credits up to 100% toward property improvements. Eligible costs include moving costs, utility connections, equipment installation, remodeling, and signs. Eligible costs may also include rent differential from other similar locations, professional design services, and permit fees.

• **City of Rochester Targeted Business Assistance Program (New York) –**

<http://www.cityofrochester.gov/businessResources/>

Targeted small businesses located within or moving into City of Rochester received financial assistance including low interest loans and interest rate subsidy grants and 50/50 matching equity grants for projects including furniture, fixture, and equipment, construction and renovation. Funds are to provide small businesses facing barriers to obtaining the capital for business growth and development and must contribute to job creation or retention. Eligible costs may also include working capital and acquisition of real estate.

• **Downtown Raleigh Alliance Retail Up-Fit Grant (North Carolina)**

<http://www.godowntownraleigh.com/dtretail/dra-retail-up-fit-grant>

This program aims to create an incentive to attract new retailers and aid in the expansion of existing retailers in downtown Raleigh. The Downtown Raleigh Alliance offers a 50/50 matching grant on property improvements up to \$5,000. Tenant build-out improvements that qualify include design work, drawings, renderings and mechanical/electrical/ plumbing work, HVAC, fire suppression, flooring, lighting, accessibility compliance, utility upgrades, construction or demolition. Eligible applicants include all retail businesses looking to locate within the Municipal Services District (MSD)/ BID or retail property owners located within the MSD boundaries, with preference given to those new businesses occupying first-floor space with a street-front presence, which complement the downtown retail mix and strengthen the existing retail clusters. In addition, existing retail businesses looking to expand by 30% or more in downtown are also eligible for grants.

In addition to the programs listed above, CRA staff have researched other programs in urban areas seeking to provide capital to retail or small businesses.

• **Northeastern / LISC Impact Lending (Boston)**

<https://www.northeastern.edu/impact-lending/>

The mission is to support small businesses across the city that might not qualify for traditional bank financing, especially those that are minority- and women-owned. LISC provides loan options with flexible rates, terms, and credit criteria and free technical assistance. One target is to connect businesses to vending opportunities at Northeastern University. Impact Lending provides financing from \$1,000 to \$1 million to small businesses across Boston in need of capital. Supported by [Northeastern University](#), Impact Lending is a collaborative of mission-based lenders, led by LISC Small Business, that wants to support and expand the local businesses that create jobs, drive economic growth, and add character to Boston's neighborhoods with the goal to build a more inclusive economy that increases

access and opportunity for Boston entrepreneurs.

- **City of Minneapolis Two-Percent Loans**

http://www.minneapolismn.gov/cped/ba/cped_two_percent

Two-Percent Loans provide financing to small Minneapolis businesses (retail, service or light manufacturing) to purchase equipment and/or to make building improvements. A private lender provides half the loan at market rate and the City provides the rest, up to \$50,000 at 2 percent interest (up to \$75,000 in [designated neighborhood commercial districts](#)). The loan term is set by the private lender and can be for up to 10 years.

Discussion. Listed below are some initial policy considerations for the Board to consider, followed by technical implementation issues to be addressed as program concepts are developed.

Program Goals:

- How would a CRA lending program compliment existing CDD programs?
- Is there a geographic target area for loan program?
- Does the CRA want to target a specific type of investment (Fire protection, energy conservation / efficiency)?
- Does the program target the development of new businesses or retention of existing retailers?
- What level of return and what level of principle risk should the CRA expect for loan program?

Program Mechanics:

- How much money would be committed to the loan fund? Annual or lump sum commitment?
- Would individuals or on-profit (501c3) be eligible to borrow in addition to small businesses?
- Is there a minimum or maximum size for any one loan?
- How many loans per year would the CRA have the capacity to screen and manage?
- What are the terms of loan repayment?

2018 BUDGET PLANNING

	Actual as of 12.31.16	2016 Budget	Actual as of 10.31.17	2017 Budget	DRAFT 2018 Budget
Income					
4000 Income					
4100 Discounts given					
4200 Operating Revenue					
4210 Grants	152,468	152,468			255,000
4220 Proceeds from sale of development rights	832,857	832,857	23,043,079	23,043,079	431,000
4230 Reimbursed Expenses	48,561	2,000	2,089	2,000	100,000
4240 Rental Income					
4241 Lot License Agreements	2,500	2,000	\$21,071	5,000	
4242 Foundry Ground Lease		0			
4243 Parcel Six Rental Space	11,065	10,900	14,517	10,000	15,000
Total 4240 Rental Income	13,565	12,900	35,587	15,000	15,000
4250 Other	21,000	55,000	2,997,000	3,000,000	0
Total 4200 Operating Revenue	1,068,451	1,055,225	26,077,755	26,060,079	801,000
4300 Other Income					
4310 Dividend Income	19,465	5,000	\$14,957	12,000	76,000
4320 Interest Income	118,417	90,000	\$79,477	134,000	404,000
Total 4300 Other Income	137,881	95,000	94,434	146,000	480,000
Total 4000 Income	1,206,332	1,150,225	26,172,189	26,206,079	1,281,000
Total Income	1,206,332	1,150,225	26,172,189	26,206,079	1,281,000
Gross Profit	1,206,332	1,150,225	26,172,189	26,206,079	1,281,000
Expenses					
6000 Operating Expenses					
6100 Personnel					
6110 Salaries	337,333	336,000	309,151	440,000	451,700
6120 Payroll Taxes					
6121 Medicare & OASDI (SS)	6,309	9,000	\$5,972	12,000	9,200
6122 Payroll Taxes - Fed & MA		0			
6123 Unemployment & MA Health Ins	620	400	\$545	506	800
Total 6120 Payroll Taxes	6,929	9,400	6,517	12,506	10,000
6130 Personnel and Fringe Benefits					
6131 Insurance - Dental	4,261	4,800	\$4,817	6,400	6,700
6132 Insurance - Medical (for Employees)	42,187	40,000	\$21,455	70,000	55,000
6133 Pension Contribution (Employees & Retirees)	47,698	47,700	\$64,851	72,000	82,100
6134 T Subsidy	2,892	4,800	\$2,853	5,000	6,000
6135 Workers Comp & Disability Insurance	821	2,000	\$839	1,000	1,000
Total 6130 Personnel and Fringe Benefits	97,859	99,300	94,815	154,400	150,800
6140 Insurance - Medical (for Retirees, Survivors)	63,858	70,000	29,133	70,000	70,000
6150 OPEB Account Contribution			7,000	7,000	7,000
Total 6100 Personnel	505,979	514,700	446,616	683,906	689,500
6200 Office					
6210 Community Outreach					
6211 Materials	1,913	3,000	209	4,000	
6212 Public Workshops		500	545	4,000	
6213 Other	649	1,000	4,808	12,000	10,000
Total 6210 Community Outreach	2,561	4,500	5,563	20,000	10,000
6220 Marketing & Professional Development					
6221 Advertising	410	4,000	\$96	3,400	1,000
6222 Conferences and Training	4,020	4,000	\$4,009	10,000	12,500
6223 Dues and Membership	3,635	4,000	\$4,385	4,000	5,000
6224 Meals	284	500	\$394	600	500
6225 Recruiting	300	300	\$285	400	0
6226 Staff Development Programs	3,297	8,000	\$485	2,000	1,000
6227 Subscriptions	332	100		300	300
6228 Travel	166	500	\$214	500	300
Total 6220 Marketing & Professional Development	12,445	21,400	9,868	21,200	20,600
6230 Insurance					
6231 Art and Equipment	5,695	5,700	5,675	5,800	6,000
6232 Commercial Liability	3,266	3,400	3,132	3,400	3,600
6233 Special Risk	3,758	4,000	3,705	3,800	4,500
Total 6230 Insurance	12,719	13,100	12,512	13,000	14,100
6240 Office Equipment					
6241 Equipment Lease	5,168	6,200	3,580	4,300	4,300
6242 Equipment Purchase (computers, etc.)	3,186	1,200	2,587	2,500	1,000
6243 Furniture		300		800	1,000
Total 6240 Office Equipment	8,354	7,700	6,167	7,600	6,300

2018 BUDGET PLANNING

	Actual as of 12.31.16	2016 Budget	Actual as of 10.31.17	2017 Budget	DRAFT 2018 Budget
6250 Office Space					
6251 Archives (Iron Mountain)	6,000	5,100	4,205	6,200	6,000
6252 Office Rent	97,430	100,000	91,413	102,000	101,300
6253 Office Utilities	4,200	4,200	2,824	4,200	4,200
6254 Other Rental Space	4,439	4,800	4,788	4,800	5,300
6255 Parking	310	300		400	400
6256 Repairs and Maintenance		500		300	300
NEW 6257 Relocation					20,000
Total 6250 Office Space	112,379	114,900	103,230	117,900	137,500
6260 Office Management					
6261 Board Meeting Expenses	515	500	\$369	600	600
6262 Office Expenses (merged w/6263)	564	600			
6263 Office Supplies	736	1,000	\$978	2,000	2,000
6264 Postage and Delivery	248	200	\$164	300	300
6265 Printing and Reproduction	740	1,000	\$496	1,000	1,000
6266 Software	717	800	\$549	700	1,000
6267 Payroll Services	947	1,000	\$769	1,000	1,000
6268 Financial Service Charges		100	\$127	100	200
Total 6260 Office Management	4,464	5,200	3,451	5,700	6,100
6270 Telecommunications					
6271 Internet	3,132	3,600	\$2,593	3,200	3,200
6272 Mobile	1,298	2,000	\$1,583	2,600	2,900
6273 Telephone	2,440	2,200	\$2,535	2,200	2,400
6274 Website & Email Hosting	665	900	\$499	800	800
6275 Information Technology	1,077	1,200	\$1,031	1,200	5,000
Total 6270 Telecommunications	8,612	9,900	8,241	10,000	14,300
Total 6200 Office	161,534	176,700	149,032	195,400	208,900
6300 Property Management					
6310 Contract Work		5,000	4,088	4,000	5,000
6320 Landscape Maintenance	10,372	25,000	16,629	42,000	30,000
6330 Repairs		5,000		3,000	5,000
6340 Snow Removal	8,475	35,000	8,320	30,000	30,000
6350 Utilities					
6351 Gas & Electric	4,047	4,000	4,388	4,000	6,000
6352 Water		0			
Total 6350 Utilities	4,047	4,000	4,388	4,000	6,000
Total 6300 Property Management	22,894	74,000	33,425	83,000	76,000
Total 6000 Operating Expenses	690,407	765,400	629,073	962,306	974,400
7000 Professional Services					
7001 Construction Management	24,037	24,000			
7002 Design - Architects	8,986	29,000	\$13,013	30,000	40,000
7003 Design - Landscape Architects	5,516	25,000		20,000	40,000
7004 Design - Engineers	10,377	10,000	\$4,340	35,000	5,000
7005 Legal	120,523	180,000	\$64,979	150,000	80,000
7006 Real Estate & Finance	35,459	40,000	\$5,488	30,000	30,000
7007 Planning and Policy	10,000	35,000	\$12,430	20,000	60,000
7008 Retail Management / Wayfinding	11,925	10,000		1,000	
7009 Accounting	22,722	35,000	840	19,500	20,000
7010 Marketing / Graphic Design	1,344	5,000		4,000	10,000
7011 Temp and Contract Labor	1,875	2,000	564	30,000	5,000
7012 Web Design / GIS / IT	8,095	15,000	656	11,000	5,000
7013 Land and Building Surveys		5,000	6,500	10,000	5,000
7014 Records Management / Archivist		20,000		20,000	20,000
7015 Energy & Environmental Planning	26,450	40,000	1,650	2,000	2,000
7017 Transportation Planning	79,092	80,000	138,489	253,000	50,000
Total 7000 Professional Services	366,399	555,000	248,950	635,500	372,000
8000 Redevelopment Investments					
8100 Capital Costs	253,515	250,000	12,042	120,000	210,000
8200 Forward Fund	43,000	60,000	\$67,035	125,000	100,000
8400 Foundry Design		0			2,000,000
8500 KSTEP Fund			6,000,000	6,000,000	
8600 Affordable Housing Rehab Loan				540,000	
Total 8000 Redevelopment Investments	296,515	310,000	6,079,077	6,785,000	2,310,000
Total Expenses	1,353,321	1,630,400	6,957,100	8,382,806	3,656,400
Net Operating Income	146,989	480,175	19,215,089	17,823,273	-2,375,400
Net Income					

Staff Report to the Board *November 15, 2017*

Contracts and Administration

CRA 2016 Audit

The CRA audit for FY16 (1/1/16 -12/31/16) is still on hold as it is dependent upon the audit from the Cambridge Retirement System (CRS). Because this timeframe overlaps with the CRS fiscal year (8/1/16 – 7/31/17), the CRA audit cannot be completed. Given these dates, it is expected that CRA audits will be ready no earlier than December of the following year.

Forward Calendar Items

1. Foundry Lease Amendment / Operator RFP
2. Broad Institute – DNatrium
3. 2016 Audit Report
4. Kendall Transportation Report RFP
5. MXD Innovation Space
6. 2018 Budget

CRA Organizational Development

The CRA has been adding a staff person to the organization each year since 2014. As the organization grows, roles can change, requiring more sophisticated understanding of strategy, financial expertise, and management capability. Accordingly the staff structure and development needs have increased in complexity. Understanding staff strengths and acknowledging gaps, while incorporating the organization’s future needs and succession planning are important in achieving success. This exercise requires more than a rewrite of the Personnel Policy. Edith Buhs of Achieve Mission has been contracted to assist the Executive Director in this exercise.

Projects and Initiatives

Parcel Six

On November 2nd the Community Art Center (CAC) celebrated the unveiling of the “My Totem Project” with the student artist and instructors who created the artwork. The students discussed their art projects in detail with CRA Staff and Board. Included in the celebration were art activities and ice cream, which all attendees enjoyed.

North Pole X-mas Trees have decided to withdraw their selected proposal to be vendors of Christmas Trees and holiday accessories for the 2017 holiday season at 3rd & Binney. The opportunity to extend Food Truck vending services into December has been offered to existing vendors.



Grand Junction Path & Transit

CRA is working with the transportation staff at CDD on a range of items related to the Grand Junction Path, including reaching out to property owners in advance of the proposed zoning overlay being submitted to City Council in 2018, setting up a regional working group with Boston and Somerville, developing a transit demand estimate that covers Kendall, Allston/Brighton and North Station areas, and potentially contracting with a graphic designer to develop the identity, logo, wayfinding, graphics, and signage for the entire path.



The CRA has been working directly with Veolia's construction management team, contractor, and DPW to ensure that the Veolia construction site is operated according to the requirements of our license agreement. The original work zone was expanded and the path closed during working hours from 7am-3pm for safety reasons and to help facilitate a faster construction schedule. Veolia is nearly finished with installation, welding, and insulation of condensate return pipe, and will continue work to connect the Whitehead Institute to steam service through December. Some park landscaping restoration work may be required in spring 2018.

Just-A-Start Housing Loan

The CRA Staff is working to finalize terms for the CRA's \$540,000 loan to Just-A-Start. The loan, which is a part of a larger multi-building consolidation program, will help pay to upgrade and/or replace fire suppressant systems in the 112 consolidated residential units. Those units include those replacing the housing units loss at 50 York Street in the 2016 fire. The replacement project broke ground in October at an event attended by staff and Board members. The CRA is on target to finalize agreements with JAS this month.

105 Windsor Street

CRA Staff has met with the staff of the Historic Commission to discuss the execution of the grant funds for the envelope repair work for the building. It is generally agreed that some of the work for the external repairs should likely precede the interior renovations in order to preserve the buildings general health, while the community planning process that would determine the building program is underway. CRA Staff have been meeting with leadership of organizations in the Port to consider a collaborative path forward for a community discussion regarding the future of the building that is built upon a broad community planning process.



Kendall Square

Broad Institute DN atrium Museum

CRA Staff has met with the Broad Institute to advance the conversation regarding fulfilling the original 2004 CRA Conditional Approval of Seven Cambridge Center with the museum concept included in place of retail space. The Broad Institute has hired a museum consultant, and will be working through November to consider the comments of the CRA Design Review Committee at the October meeting. It is anticipated that The Broad will be able to come back with revisions to the full CRA Board in December.



Binney-Galileo-Broadway Streetscape Redesign

The first draft of 25% design drawings were provided by Alta Design consultants and have been shared with City staff for interdepartmental review. A second draft of the 25% drawings will be completed in December as well as a phasing plan and cost estimates. The project is still on track to be completed by the end of the year.

6th Street Walkway Design

In November, CRA convened all of the 6th Street Walkway adjacent land owners and building operators to develop a strategy for how building construction, loading and utility uses will function with all three buildings once the bike path is completed. CRA Staff worked with Brammer Bio and Richmond Construction to vacate their construction staging area on the 6th Street Walkway, build a new trench drain to eliminate some puddling issues, and provide the Oak Trees with a root invigoration program. In the winter, Boston Properties will be submitting to CRA Staff a 75% drawing for the 6th Street Walkway design that the CRA Board approved earlier in the year. Construction of the bike path is anticipated to begin in May 2018.

88 Ames Street

CRA Staff received a construction site tour of the 88 Ames building including several unit layouts, 2nd floor retail, and 4th floor amenity space. Boston Properties is working with CRA Staff on finalizing details of the signage package that was approved by the CRA Board earlier in the year. Boston Properties is working to finalize retail plans in the next several months. A temporary residential leasing office will open in the lobby of 90 Broadway in the first quarter of 2018.





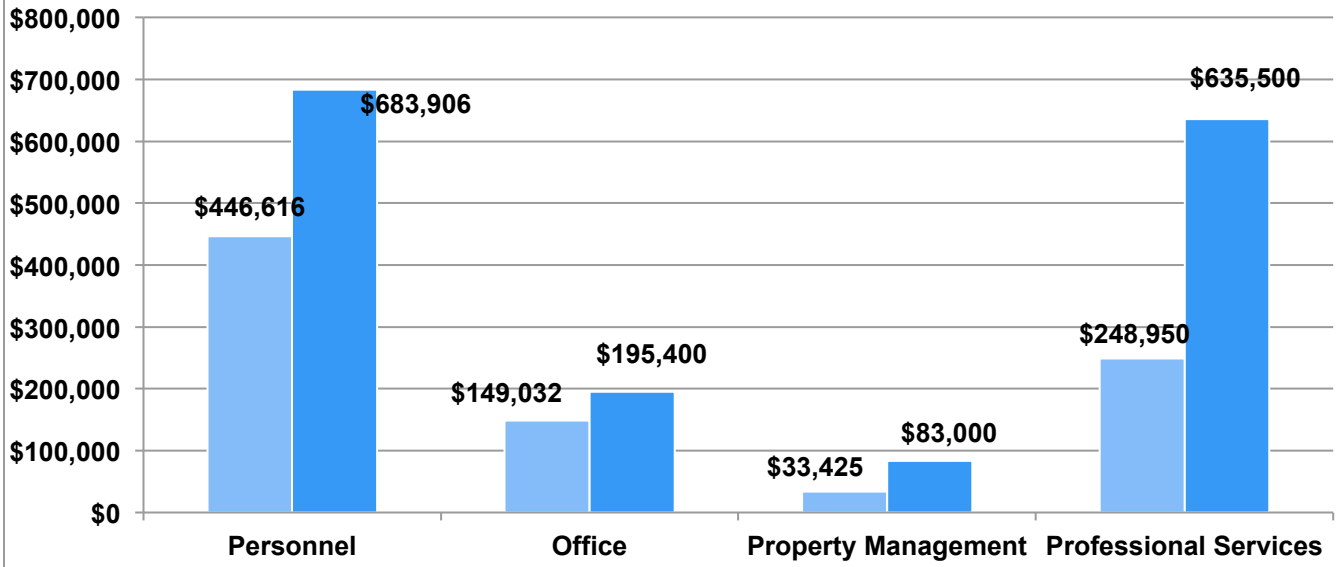
Budget vs. Actuals January - October, 2017

	Total	
	Actual	Budget
Income		
4000 Income		
4200 Operating Revenue		
4210 Grants		\$0
4220 Proceeds from sale of development rights	\$23,043,079	\$23,043,079
4230 Reimbursed Expenses	\$2,089	\$2,000
4240 Rental Income		
4241 Lot License Agreements	\$21,071	\$5,000
4242 Foundry Ground Lease		\$0
4243 Parcel Six Rental Space	\$14,517	\$10,000
Total 4240 Rental Income	\$35,587	\$15,000
4250 Other	\$2,997,000	\$3,000,000
Total 4200 Operating Revenue	\$26,077,755	\$26,060,079
4300 Other Income		
4310 Dividend Income	\$14,957	\$12,000
4320 Interest Income	\$79,477	\$134,000
Total 4300 Other Income	\$94,434	\$146,000
Total 4000 Income	\$26,172,189	\$26,206,079
Total Income	\$26,172,189	\$26,206,079
Gross Profit	\$26,172,189	\$26,206,079
 Expenses		
6000 Operating Expenses		
6100 Personnel		
6110 Salaries	\$309,151	\$440,000
6120 Payroll Taxes		
6121 Medicare & OASDI (SS)	\$5,972	\$12,000
6123 Unemployment & MA Health Ins	\$545	\$506
Total 6120 Payroll Taxes	\$6,517	\$12,506
6130 Personnel and Fringe Benefits		
6131 Insurance - Dental	\$4,817	\$6,400
6132 Insurance - Medical (for Employees)	\$21,455	\$70,000
6133 Pension Contribution (Employees & Retirees)	\$64,851	\$72,000
6134 T Subsidy	\$2,853	\$5,000
6135 Workers Comp & Disability Insurance	\$839	\$1,000
Total 6130 Personnel and Fringe Benefits	\$94,815	\$154,400
6140 Insurance - Medical (for Retirees, Survivors)	\$29,133	\$70,000
6150 OPEB Account Contribution	\$7,000	\$7,000
Total 6100 Personnel	\$446,616	\$683,906

	Total	
	Actual	Budget
6200 Office		
6210 Community Outreach		
6211 Materials	\$209	\$4,000
6212 Public Workshops	\$545	\$4,000
6213 Other	\$4,808	\$12,000
Total 6210 Community Outreach	\$5,563	\$20,000
6220 Marketing & Professional Development		
6221 Advertising	\$96	\$3,400
6222 Conferences and Training	\$4,009	\$10,000
6223 Dues and Membership	\$4,385	\$4,000
6224 Meals	\$394	\$600
6225 Recruiting	\$285	\$400
6226 Staff Development	\$485	\$2,000
6227 Subscriptions		\$300
6228 Travel	\$214	\$500
Total 6220 Marketing & Professional Development	\$9,868	\$21,200
6230 Insurance		
6231 Art and Equipment	\$5,675	\$5,800
6232 Commercial Liability	\$3,132	\$3,400
6233 Special Risk	\$3,705	\$3,800
Total 6230 Insurance	\$12,512	\$13,000
6240 Office Equipment		
6241 Equipment Lease	\$3,580	\$4,300
6242 Equipment Purchase (computers, etc.)	\$2,587	\$2,500
6423 Furniture		\$800
Total 6240 Office Equipment	\$6,167	\$7,600
6250 Office Space		
6251 Archives (Iron Mountain)	\$4,205	\$6,200
6252 Office Rent	\$91,413	\$102,000
6253 Office Utilities	\$2,824	\$4,200
6254 Other Rental Space	\$4,788	\$4,800
6255 Parking		\$400
6256 Repairs and Maintenance		\$300
Total 6250 Office Space	\$103,230	\$117,900
6260 Office Management		
6261 Board Meeting Expenses	\$369	\$600
6263 Office Supplies	\$978	\$2,000
6264 Postage and Delivery	\$164	\$300
6265 Printing and Reproduction	\$496	\$1,000
6266 Software	\$549	\$700
6267 Payroll Services	\$769	\$1,000
6268 Financial Service Charges	\$127	\$100
Total 6260 Office Management	\$3,451	\$5,700
6270 Telecommunications		
6271 Internet	\$2,593	\$3,200
6272 Mobile	\$1,583	\$2,600
6273 Telephone	\$2,535	\$2,200
6274 Website & Email Hosting	\$499	\$800
6275 Information Technology	\$1,031	\$1,200
Total 6270 Telecommunications	\$8,241	\$10,000
Total 6200 Office	\$149,032	\$195,400

	Total	
	Actual	Budget
6300 Property Management		
6310 Contract Work	\$4,088	\$4,000
6320 Landscaping Maintenance	\$16,629	\$42,000
6330 Repairs		\$3,000
6340 Snow Removal	\$8,320	\$30,000
6350 Utilities		
6351 Gas & Electric	\$4,388	\$4,000
Total 6350 Utilities	\$4,388	\$4,000
6360 Other		
Total 6300 Property Management	\$33,425	\$83,000
Total 6000 Operating Expenses	\$629,073	\$962,306
7000 Professional Services		
7001 Construction Management		
7002 Design - Architects	\$13,013	\$30,000
7003 Design - Landscape Architects		\$20,000
7004 Engineers	\$4,340	\$35,000
7005 Legal	\$64,979	\$150,000
7006 Real Estate & Finance	\$5,488	\$30,000
7007 Planning and Policy	\$12,430	\$20,000
7008 Retail Management / Wayfinding		\$1,000
7009 Accounting	\$840	\$19,500
7010 Marketing / Graphic Design		\$4,000
7011 Temp and Contract Labor	\$564	\$30,000
7012 Web Design / GIS	\$656	\$11,000
7013 Land and Building Surveys	\$6,500	\$10,000
7014 Records Management / Archivist		\$20,000
7015 Energy & Environmental Planning	\$1,650	\$2,000
7017 Transportation	\$138,489	\$253,000
Total 7000 Professional Services	\$248,950	\$635,500
8000 Redevelopment Investments		
8100 Capital Costs	\$12,042	\$120,000
8200 Forward Fund	\$67,035	\$125,000
8400 Foundry Fund		TBD
8500 KSTEP Fund	\$6,000,000	\$6,000,000
8600 Affordable Housing		\$540,000
Total 8000 Redevelopment Investments	\$6,079,077	\$6,785,000
Total Expenses	\$6,957,100	\$8,382,806
Net Operating Income	\$19,215,089	\$17,823,273
Net Income	\$19,215,089	\$17,823,273

Cambridge Redevelopment Authority Operating Budget vs. Actuals January - October 2017



Expenses By Project

